



# **CITY COUNCIL**

**Monday, December 17, 2012  
5:30 PM**

**Henry Baker Hall, Main Floor, City Hall**



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Office of the City Clerk

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**Agenda  
City Council  
Monday, December 17, 2012**

Open With Prayer

**Confirmation of Agenda**

**Adoption of Minutes**

**Public Notice Bylaws and Related Reports**

CR12-181      Portions of NW & NE 1/4 Section 8, Township 18, Range 19, W2M &  
Portions of NW & NE 1/4 Section 9, Township 18, Range 19, W2M  
Roadway Dedication of Land to Her Majesty the Queen in Right of  
Saskatchewan

**Recommendation**

1. That the dedication of land to Her Majesty the Queen in right of Saskatchewan be approved under the terms and conditions shown in the body of this report.
2. That the City Manager be authorized to finalize the terms and conditions of the road right-of-way dedication documents.
3. That the City Clerk be authorized to execute the legal Plan of Survey and any other legal land transfer documents as provided by the City Solicitor.
4. That public notice be given.

**Delegations and Related Reports**

DE12-114      Chad Novak: Waste Water Treatment Facility

CR12-167      Wastewater Treatment Plant Upgrades Project Update

**Recommendation**

That this report be received and filed.

**Mayor's Reports**

MR12-4      Federation of Canadian Municipalities (FCM), Big City Mayors' Caucus (BCMC) Meeting - FCM Advocacy Days – Update

**Recommendation**

This report be received and filed.



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MR12-5      Development of a new long-term federal plan for municipal infrastructure funding

**Recommendation**

1. That the City of Regina Council endorses the Federation of Canadian Municipalities (FCM) “Target 2014” Campaign, launched to ensure the new infrastructure plan reflects municipal priorities across the country and is fully implemented in 2014, upon the expiry of existing programs;
2. That the Minister of Transport, Infrastructure and Communities be urged to work with FCM and municipalities to ensure the new long-term infrastructure plan meets the core infrastructure needs of cities and communities.

**Administration's Reports**

CM12-6      Application for Severance Approval (12-SV-15) - 2719 McAra

**Recommendation**

That the application to sever Lots 4 and 5, Plan No. U2439; and Lot 51, Plan No101189897 in Block 58, located at 2719 McAra Street, be REFUSED.

**Committee Reports**

Community and Protective Services Committee

CR12-168      Automatic Vehicle Location (AVL) Project

**Recommendation**

1. That City Council authorize the Deputy City Manager of City Operations, or his or her designate, to negotiate and approve the terms of an addendum (the “Addendum”) to the Research and Development Trial Agreement relating to Transit Automatic Vehicle Location (the “AVL Trial”), dated as of September 1, 2011 between the City and 101150419 Saskatchewan Ltd., operating under the business name “CRL Engineering”, (“CRL”) to extend the term of the trial for an additional nine months, concluding on September 30, 2013.
2. That sufficient funding be reallocated within the Transit general operating budget to fund the costs relating to the extension of the AVL Trial.
3. That the Administration issue a Request for Proposals to obtain a permanent AVL system for installation and use on City transit vehicles following the completion of the AVL Trial, with (i) a contract term of 3 years plus 2 – optional 1-year extensions; and, (ii) a requirement that proponents meet an annual budget of between \$375,000.00 and \$400,000.00.



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4. That City Council authorize the Deputy City Manager of City Operations to award and finalize the terms of an agreement with the successful proponent chosen from the permanent AVL system Request for Proposal (“RFP”) process.
5. That the City Clerk be authorized to execute the following agreements after review and approval by the City Solicitor:
  - (i) the Addendum extending the AVL with CRL; and
  - (ii) the contract awarded to the successful proponent as a result of the AVL system RFP process.

CR12-169 Keith Knox Award

**Recommendation**

That the youth category in the Municipal Heritage Awards be named The Keith Knox Award in honour of Keith Knox.

Executive Committee

CR12-170 Advanced Approval for Capital Projects

**Recommendation**

That advance approval of \$24,053,000 be provided for the 2013 General Capital Projects and \$6,000,000 be provided for the 2013 Utility Capital Projects as detailed in the body of this report.

CR12-171 2013 Community Investment Allocation to Committees

**Recommendation**

1. That City Council allocates \$3,391,100 for community investments in 2013 to the Community and Protective Services Committee to allow for community investments to be provided to funded agencies without delay.
2. That the 2013 community investment allocations to the Finance and Administration Committee and the Executive Committee be referred to the 2013 budget process.

CR12-172 Regina Appeal Board – Elected Official Board Appointments

**Recommendation**

1. That Councillors Bob Hawkins, Wade Murray and Barbara Young be appointed to the Regina Appeal Board.
2. That all appointments be made effective December 18, 2012 with terms of office to December 31, 2013.
3. That members appointed continue to hold office for the term indicated or until their successors are appointed.



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CR12-173 Interim Payments – Regina Regional Opportunities Commission (RROC)

**Recommendation**

1. That the Deputy City Manager & CFO be directed to make payment of \$461,450 to the Regina Regional Opportunities Commission on January 1, 2013, based on 50% of their 2012 allocation.
2. That the determination of the 2013 Community Investment Allocation to RROC and any resulting subsequent payments be referred to the 2013 budget process.

CR12-174 Interim Payments – Wascana Centre Authority

**Recommendation**

1. That the Deputy City Manager & CFO be directed to make payment of \$477,225 to Wascana Centre Authority on January 1, 2013, based on 25% of their 2012 allocation.
2. That the determination of the 2013 Community Investment Allocation to Wascana Centre Authority and any resulting subsequent payments be referred to the 2013 budget process.

CR12-175 Interim Payments – Regina Exhibition Association Limited  
(REAL – Evraz Place)

**Recommendation**

1. That the Deputy City Manager & CFO be directed to make payment of \$200,000 to the Regina Exhibition Association Limited on January 1, 2013, based on 50% of their 2012 allocation.
2. That the determination of the 2013 Community Investment Allocation to REAL – Evraz Place and any resulting subsequent payments be referred to the 2013 budget process.

CR12-176 Appointment to the Regina Regional Opportunities Commission (RROC)

**Recommendation**

1. That Ms. Cari Lemieux be appointed for a three year term effective January 1, 2013 to December 31, 2015.
2. That Mr. Tony Coppola, Mr. Neil Donnelly and Mr. Edmund Bellegarde be appointed for two year terms effective January 1, 2013 to December 31, 2014.
3. That all members continue to hold office for the term indicated or until successors are appointed.

CR12-177 Appointments to the Board of Directors for Regina Downtown BID

**Recommendation**

1. That Mr. Steve Enns, Mr. Shawn Grice, Mr. Doug Kozak and Mr. Anthony Marquart be appointed as persons who are electors of the City or are employed in the District for terms effective January 1, 2013 and expiring December 31, 2015.



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2. That Ms. Jamie Kilkenny, Mr. Dave Morhart and Ms. Aleana Young be appointed as persons who are electors of the City or are employed in the District for terms effective January 1, 2013 and expiring December 31, 2014.
3. That Mr. Garth Tomlinson be appointed as a person who is an elector of the City and is employed in the District for a term effective January 1, 2013 and expiring December 31, 2013.
4. That members continue to hold office for the term indicated or until successors are appointed.

CR12-178 Appointments to Regina's Warehouse Business Improvement District Board

**Recommendation**

1. That Mr. David Froh, Mr. Bryan Miazga, Mr. Craik Wotherspoon, Ms. Maureen Harrison, Mr. Taylor Roadhouse, and Mr. JP Ellson be appointed as citizen members of the Regina Warehouse Business Improvement District Board for the term January 1, 2013 to December 31, 2014.
2. That members continue to hold office for the term indicated or until successors are appointed.

CR12-179 Citizen and Organizational Appointments to Committees for 2013

**Recommendation**

1. That the appointments be determined for citizen representatives on the committees outlined in Appendix A with terms of office effective January 1 to December 31, 2013 unless otherwise noted.
2. That the nominees of the organizational representatives on the remaining committees outlined in the attached chart be appointed for terms of office effective January 1 to December 31, 2013 unless otherwise noted.
3. That Mr. Bob Linner and Mr. Bob Watt be re-appointed as the citizen members on the Civic Employees' Long Term Disability Plan Administrative Board and the Civic Employees' Superannuation and Benefit Plan, Administrative Board for a term expiring December 31, 2013.
4. That the members appointed to each board, commission and committee continue to hold office for the term indicated for each vacancy or until their successors are appointed.

CR12-188 Ratifying Collective Agreement with the Regina Civic Middle Management Association

**Recommendation**

That the tentative agreement reached with the Regina Civic Middle Management Association be ratified by Council subject to a vote by CMM ratifying the agreement.



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CR12-189 Out of Scope 2013 General Wage Increase

**Recommendation**

That Out of Scope employees receive a 2.6% general wage increase effective January 1, 2013.

Finance and Administration Committee

CR12-180 Newspaper Advertisement Agreement

Regina Planning Commission

CR12-182 Proposed Renaming of Portions of Elgaard Drive in Hawkstone Subdivision (11-SN-41)

**Recommendation**

That the request to amend the names of portions of dedicated streets in the Hawkstone Subdivision as follows be APPROVED:

- a. The portion of Elgaard Drive north of Rochdale Boulevard be renamed to Galloway Street.

### **Bylaws and Related Reports**

CR12-183 Golf Course Fee Schedule 2013 - 2015 (2012-74)

**Recommendation**

1. That the Golf Course Fee Schedule for 2013 - 2015 as set out in Appendix B, be approved.
2. That the City Solicitor be instructed to prepare a fees bylaw to give effect to the fees outlined in this report.

CR12-184 2013 Community Development, Recreation & Parks Fees and Charges (2012-74)

**Recommendation**

1. The 2013 fees and charges as outlined in Appendix A, Schedule H, be approved.
2. The City Solicitor be instructed to prepare an amendment to *The Community Services Fees Bylaw, 2011* to incorporate the fees and charges provided for in this Report.

CR12-185 Appointment of Pest Control Officers and Bylaw Enforcement Officers (2012-98)

**Recommendation**

1. That the City Solicitor be instructed to amend Bylaw 2009-71 being *The Appointment and Authorization of City Officials Bylaw, 2009* to:



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- (a) appoint the following people as Pest Control Officers under *The Pest Control Act* from January 1, 2013 until December 31, 2013 unless the officer's employment with the City of Regina is terminated sooner:

<u>Name</u>	<u>Position</u>
Ray Morgan	Manager, Forestry, Horticulture and Pest Control
Wade Morrow	Supervisor, Pest Management
Russell Eirich	Supervisor, Forestry
Ryan Johnson	Pest Control Officer

- (b) delegate authority to the Deputy City Manager, Community Planning and Development to appoint Bylaw Enforcement Officers pursuant to section 337 of *The Cities Act*.
2. That within 14 days of City Council passing the amendments to Bylaw 2009-71, that the City Clerk notify the Ministry of Agriculture of the appointment of the Pest Control Officers, as required by *The Pest Control Act*.

CR12-186      Reserve Changes to *The Regina Administration Bylaw* No. 2003-69 (2012-100)

### **Recommendation**

That the City Solicitor be instructed to prepare the necessary bylaw amendments to *The Regina Administration Bylaw*, Bylaw No. 2003-69 based on the following recommendations:

1. For the Asphalt Reserve:
  - ☐ That the minimum and maximum target balances be set at \$300,000 and \$1.5 million respectively.
  - ☐ That Section 25(a) of Schedule "A" of *The Regina Administration Bylaw*, Bylaw No. 2003-69 be repealed and substituted with the following wording:
    - (a) the net revenue or expenditure for the year for the asphalt plant operations.
2. That the minimum and maximum target balances for the Employer-Provided Parking Reserve be set at \$400,000 and \$6.0 million, respectively.
3. For the Regina Police Service General Reserve:
  - ☐ That a minimum target balance of \$400,000 and a maximum target balance of \$2.0 million be set for the Regina Police Service General Reserve.
  - ☐ That the reserve provisions be amended so that: the amount of net revenue or expenditure to be transferred to or from the Regina Police Service General Reserve is the difference between the Regina Police Services actual net operating revenue or expenditure and the budgeted net operating revenue or expenditure.





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4. That a minimum target balance of \$100,000 and a target maximum balance of \$6.0 million be established for the Regina Police Service Radio Equipment Reserve.
5. That no target balances should be established for the Social Development Reserve at this time, as this reserve fund does not clearly lend itself to the target balance requirement.
6. That a minimum target balance of \$400,000 and maximum target balance of \$3.0 million be established for the Technology Reserve.
7. That the Asset Revitalization Reserve be amended so that, under authority of the City Manager, any transfer of any surplus interest from the reserve be limited to not more than the surplus interest previously accumulated in the reserve.

CR12-187 Proposed Uniform Assessment Rates - 2013 Local Improvement Program (2012-25 and 2012-101)

### **Recommendation**

1. That the following uniform assessment rates for the 2013 Local Improvement Program be approved:

Type of Construction	Prepaid Rate (\$) (\$ per Front Metre)	Annual Rate (\$ per Front Metre)
Water Main	244.63	34.14
Storm Sewer	342.49	47.80
Sanitary Sewers	208.98	29.17
Combined Works	631.15	88.08
Residential Pavement (8.5m traffic width)	378.30	52.80
Residential Pavement (10.36m traffic width)	453.95	63.35
Commercial Pavement (11.00m traffic width)	675.38	94.26
Curb and Gutter	196.54	27.43
Concrete Walk (up to 1.83m width)	190.00	26.52
Concrete Walk (each additional 0.61m width)	91.74	12.80
Monolithic Walk, Curb and Gutter (up to 1.83m width)	386.52	53.94
<b>Alley Upgrades</b>	<b>Prepaid Rate (\$ per Rear Metre)</b>	<b>Annual Rate (\$ per Front Metre)</b>
Alley Paving (residential)	324.29	45.26
Alley Paving (commercial)	378.53	52.83
Alley Lighting Installation (incl. Fixtures, poles & power source)	77.86	10.87
Alley Lighting Installation (Fixtures Only)	49.70	6.94

Note: Annual rate is based on 6.57% interest rate.



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2. That the City Solicitor be requested to prepare the required uniform rates bylaw for the 2013 uniform rates using the rates and information provided for in this report.
3. That the City Solicitor be requested to amend the annual interest rate in section 5 of *The 2012 Local Improvement Uniform Rates Bylaw No. 2012-7*, from 6.74% to 6.57%, which is lower than the rate established in 2012.

2012-25	The 2013 Local Improvements Uniform Rates Bylaw, 2012
2012-74	The Community Services Fees Amendment Bylaw, 2012
2012-98	The Appointment and Authorization of City Officials Amendment Bylaw, 2012
2012-99	The 2012 Local Improvements Uniform Rates Amendment Bylaw, 2012
2012-100	The Regina Administration Amendment Bylaw, 2012 (No. 5)
2012-101	The Mosaic Canada ULC Economic Development Tax Exemption Bylaw, 2012

### **Adjournment**

December 17, 2012

To: His Worship the Mayor  
and Members of City Council

Re: Portions of NW & NE 1/4 Section 8, Township 18, Range 19, W2M &  
Portions of NW & NE 1/4 Section 9, Township 18, Range 19, W2M  
Roadway Dedication of Land to Her Majesty the Queen in Right of Saskatchewan

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**RECOMMENDATION OF THE FINANCE AND ADMINISTRATION COMMITTEE  
- DECEMBER 4, 2012**

1. That the dedication of land to Her Majesty the Queen in right of Saskatchewan be approved under the terms and conditions shown in the body of this report.
2. That the City Manager be authorized to finalize the terms and conditions of the road right-of-way dedication documents.
3. That the City Clerk be authorized to execute the legal Plan of Survey and any other legal land transfer documents as provided by the City Solicitor.
4. That public notice be given.

*FINANCE AND ADMINISTRATION COMMITTEE – DECEMBER 4, 2012*

The Committee adopted a resolution to concur in the recommendation contained in the report.

Councillors: Bryon Burnett, Shawn Fraser, Bob Hawkins, Terry Hincks and Wade Murray were present during consideration of this report by the Finance and Administration Committee.

The Finance and Administration Committee, at its meeting held on December 4, 2012, considered the following report from the Administration:

RECOMMENDATION

1. That the dedication of land to Her Majesty the Queen in right of Saskatchewan be approved under the terms and conditions shown in the body of this report;
2. That the City Manager be authorized to finalize the terms and conditions of the road right-of-way dedication documents;
3. That the City Clerk be authorized to execute the legal Plan of Survey and any other legal land transfer documents as provided by the City Solicitor; and
4. That this report be forwarded to City Council by December 17, 2012 for consideration in order for public notice to be given.

## CONCLUSION

When considering the sale of any City-owned land, the Administration typically ensures that the land is made publicly available. In this case, the subject land is proposed for road right-of-way dedication without any public process and at less than market value. The R.M. of Sherwood approached the City and stated that this land is necessary for the proposed widening of Inland Drive and Fleet Street (see attached Appendix C). The Administration supports the request from the R.M. as it will result in an upgrade to a regionally used road.

## BACKGROUND

On September 17, 2012, City Council approved CR12-137, dedicating the most northerly 15 metres of land across the NW & NE ¼ Sections 8 & 9, Township 18, Range 19, W2M for the proposed Inland Drive widening. In addition, Fleet Street between Inland Drive and the Canadian National Railway line provided 43.528 metres of land dedication along the most easterly portions of Section 9-18-19-W2M.

This requested land dedication to Her Majesty the Queen within the R.M. of Sherwood was incorrect. The actual dedicated portion required for Inland Drive is 16.7 metres. The purpose of this report is to provide the additional 1.7 metres required for road widening.

The subject property has never been made publicly available for sale. Subsection 101 (1) of *The Cities Act* stipulates that “No council shall delegate: (k) ...the sale or lease of land for less than fair market value and without a public offering”. Accordingly, City Council’s approval of this land dedication is required and is the subject of this report.

## DISCUSSION

The R.M. of Sherwood is requesting the City to dedicate that portion of the subject property into road allowance as referenced on the attached Appendix A. Fleet Street from Highway 46 to Inland Drive and Inland Drive from Fleet Street to Highway 6 make up the northeast section of the over-dimensional route around the City of Regina. Whenever an over-dimensional load is bypassing the City from the east to the north or the north to the east, this over-dimensional route is used. Having over-dimensional vehicles use this route benefits the City by not exposing its bridges and overhead structures to the risk of being struck. In addition, over-dimensional vehicles tend to be heavy and slow-moving; by not entering the City, they do not impact roads or city traffic. Currently, there are times of the year when the over-dimensional route is unavailable due to weather conditions. By widening and improving the condition of the road, this will allow the City to route over-dimensional loads year-round.

The proposed land dedication will include the following terms and conditions:

Purchaser:	Her Majesty the Queen in right of Saskatchewan
Purchase Price:	\$1.00 + GST
Additional Costs:	The R.M. of Sherwood shall be responsible for all costs associated with the preparation of the required Plan of Survey, and land registration fees

Property Description:

The most Northerly 16.7 metres in perpendicular width throughout of the NW  $\frac{1}{4}$  of Section 8, Township 18, Range 19, West of the Second Meridian

The most Northerly 16.7 metres in perpendicular width throughout of the NE  $\frac{1}{4}$  of Section 8, Township 18, Range 19, West of the Second Meridian

The most Northerly 16.7 metres in perpendicular width throughout of the NW  $\frac{1}{4}$  of Section 9, Township 18, Range 19, West of the Second Meridian

The most Northerly 16.7 metres in perpendicular width throughout of the NE  $\frac{1}{4}$  of Section 9, Township 18, Range 19, West of the Second Meridian

Excepting thereout: all that portion shown as Parcel A, Plan 101080853

The most Easterly 43.528 metres in perpendicular width throughout of the NE  $\frac{1}{4}$  of Section 9, Township 18, Range 19, West of the Second Meridian

Excepting thereout: all that portion taken for Roadway on Reg'd Plan No. 67R30923

The most Easterly 43.528 metres in perpendicular width throughout of the SE  $\frac{1}{4}$  of Section 9, Township 18, Range 19, West of the Second Meridian lying North of Plan 101123345

Excepting thereout: all that portion taken for Roadway on Reg'd Plan No. 67R30923

Possession Date:

Closing Date

Closing Date:

Within 30 days upon receipt of a Transform Approval Certificate and Plan of Survey

Other Terms:

Conditional upon the approval of City Council

RECOMMENDATION IMPLICATIONS

Financial Implications

The sale of this property is at a nominal value of \$1.00 + GST.

Environmental Implications

None associated with this report.

Strategic Implications

The dedication of the roadway allowance will benefit transportation by maintaining and upgrading an over-dimensional vehicle route.

Other Implications

None associated with this report.

Accessibility Implications

None associated with this report.

COMMUNICATIONS

The R.M. of Sherwood shall be kept informed on the progress of this land dedication.

DELEGATED AUTHORITY

As provided in clause 101 (1) (k) of *The Cities Act*, the sale of City-owned property without a public offering and at less than market value cannot be delegated to the Administration; therefore, it requires the approval of City Council.

Respectfully submitted,

FINANCE AND ADMINISTRATION COMMITTEE

A handwritten signature in black ink, appearing to read "Todd Blyth". The signature is written in a cursive, flowing style.

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Todd Blyth, Secretary

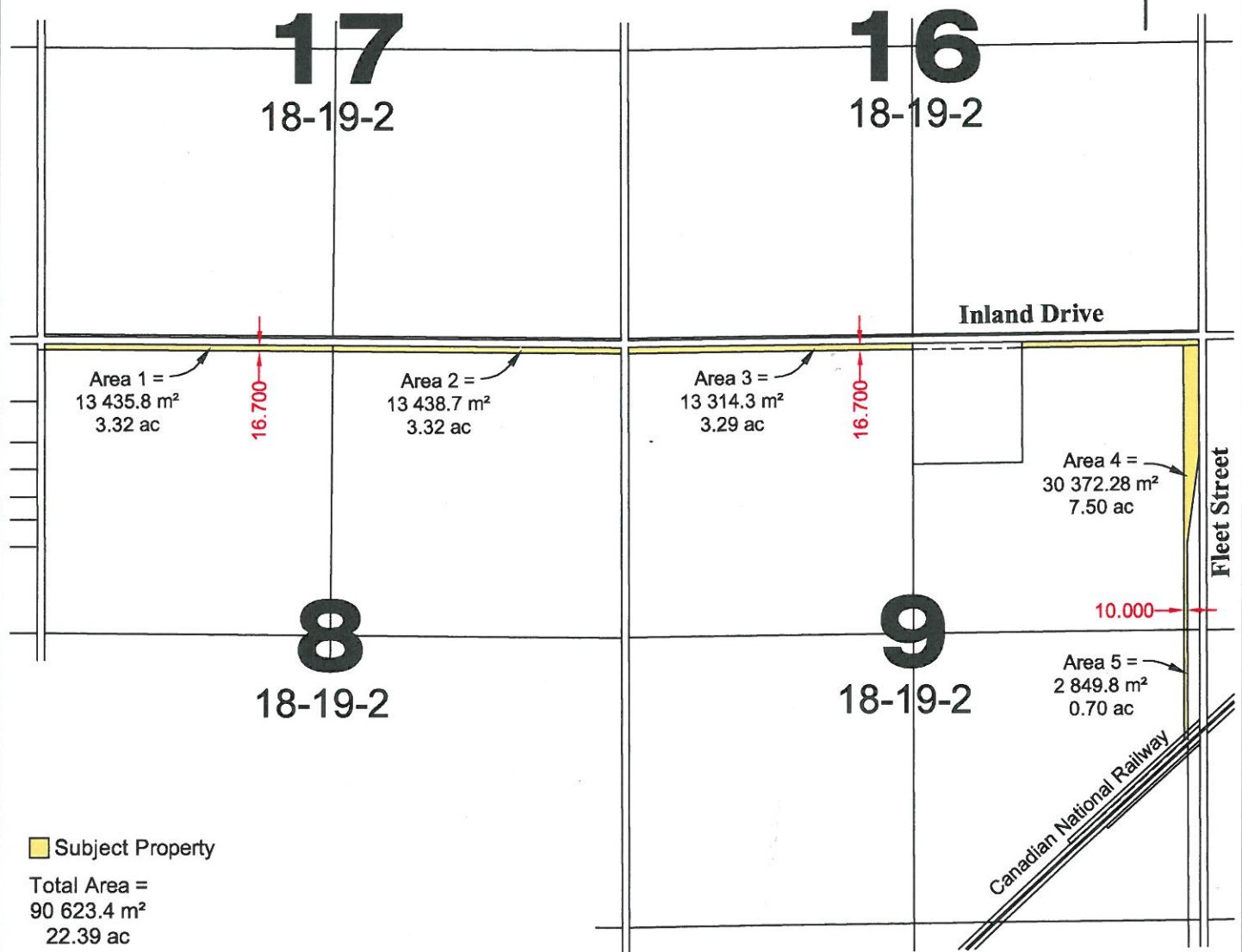
Sketch Plan Showing Survey for

## PROPOSED RM ROAD WIDENING

Sections 9 & 16

Twp. 18 - Rge. 19 - W.2Mer.

Not to Scale



### PROPOSED RM ROAD WIDENING

Client File No: Inland Drive & Fleet Street

REV.

Revision:



Date: November 1, 2012

Job No.: 148974-R

File: 148974SK

Initials: CC - PS

Good evening Mayor Fougere, City Councillors, and City Administration. Thank you for letting me speak to you tonight about the Waste Water Treatment Plant Upgrades.

My name is Chad Novak, and I am here to speak as a taxpayer of the City of Regina. Initially, my intent was to come in and commend City Hall for all the work that has been done towards the Waste Water Treatment Facility, as I had thought that there had been some significant work done up to date. However, after reviewing some of the information that was presented to you this week, and what appeared in the media this week, there are some serious concerns that I have in regards to what has been done so far, and what the plans are for the future. And, the more I look for answers, the more questions seem to arise.

First of all, I should speak to the fact that the update this week brought up a surprising(?) revelation that the costs have significantly gone up since 2008, when the planning was originally started to upgrade the facility to meet increasing environmental standards. It was mentioned that, in the planning stages, our City Administration neglected to factor in inflation into their cost estimates for this project. This honestly scares me. Why? Because we, the taxpayers, are putting our trust into our elected officials to represent us, and our City Administration to do their due diligence on these kinds of massive construction projects that require significant taxpayer investment. We elect our City Council in the hopes that they have the ability to represent us and ask the hard questions of City Administration when they need to be asked. I guess another question that comes up out of that is, what was the original expectation for project completion? Is it possible that inflation wouldn't have really made a significant impact, had the project stuck to the original timeline. The report also states that a lot of preliminary work has been done in 2011 and 2012. This leaves the question as to what was being done since 2008, and why the long delay in getting the project started?

Now, let's consider the fact that we overlooked a very serious, yet basic, issue like inflation, where the costs of this project went from \$120 Million in 2008, to \$150 Million, to \$207 Million and beyond by 2015. During my research, I found that we *already* increased our debt level in 2008 to finance the original estimated \$120 Million construction cost, so how are we expecting to make up the extra \$87 Million+? Is this going to affect other major projects that we are currently considering and future projects? I'm hoping there is no talk about raising utility rates even higher, because as I will touch on in a minute, we are already paying some of the highest in Western Canada. I am not sure if this has been talked about yet, but considering the fact that we recently entered into a contract to actually sell off our wastewater to a mining operation for \$80 Million, I'm hoping this money will be used to directly offset any extra costs.



The report notes that we will require **at least** \$150M in debt financing to go ahead with this project, which I should note is \$50M more than expected in 2008. It also states that the inflation is based on current markets. An obvious concern is what if the inflation goes even higher, and the debt required is higher than our current debt ceiling? Assuming we still need to spend the \$207M+ on the WWTP, which of our capital projects are going to take priority? We currently have an expectation to finance the RRI, a new Library, and an expanded Police Station, just to name a few. The economic bubble can burst, and I feel as a responsible City Council and Administration, you should be preparing us for the worst and hoping for the best. It should also be noted that the report cautions that **the allocation of City debt to this project will constrain the City's ability to borrow for other major capital projects** based on current borrowing limits and where existing debt is currently committed. As a result, it states that **the City's debt will need to be closely and strategically managed in the coming years**. This statement should raise red flags when considering spending on WANT items like the RRI, and we should focus more on NEED items like this project or other essential infrastructure upgrades. For example, we keep hearing that there is a significant infrastructure deficit in our City, what is the total cost to correct that deficit and what is our plan to address it?

Speaking about how Regina's utility rates are one of the highest in Western Canada, did you know that **Regina residents pay 56% higher average monthly water bills than Saskatoon**? In fact, when comparing to all major cities in the Prairie Provinces, we are in fact the second highest, topped only by Winnipeg by \$1.05 per month. I am hoping that the steady 9% increases that Regina residents have incurred over the last few years, and going forward as well, will be put to good use. However, considering that we are already that much higher than our provincial counterpart, and we are the only City in Saskatchewan taking on such a massive, costly, project, it is hard for me to believe we are getting the best bang for our buck.

In this report, and back in 2008 as well, it continues to state that these upgrades are required in order to meet increasing provincial and federal regulations and standards for Waste Water Treatment plants. In 2008, it stated how the tighter provincial regulations were coming into effect in 2011-2012, and now in this update, it is saying 2016. I have researched all I can online, and I haven't found a single document showing any tighter provincial restrictions coming up at all, and the last update to the provincial water regulations was 2007. As well, if these new regulations were coming into effect soon, I would reasonably expect other cities in Saskatchewan to be as concerned as Regina, as they should all be planning for the same regulations. However, that doesn't seem to be the case. I researched Saskatoon, Moose Jaw, Prince Albert, Swift Current, and Yorkton. None of them seem to be spending on upgrades anywhere near our estimated \$200 M+. In fact, I have found that there have been brand new facilities built for far less in recent years. Albeit, they are smaller communities, but it just makes it tougher for me to comprehend how upgrades can cost so much for us, compared to a brand new facility. In researching the provincial and federal regulations, I've found that we are currently meeting both provincial and federal regulations, or at least from the reports that I found. And, the Federal Government even stated

that 75% of Canadian cities already meet or exceed their expectations, which is typically achieved by having a secondary treatment system, which we have already in place.

Also in the report, it states how a significant portion of the current plant can and would be retrofitted to meet these standards, but there are things that simply cannot be used, and we need to therefore replace and/or add to them. It states that the retrofit upgrades would be around \$30 Million to “bring it up to original”. In regards to recent funding and/or upgrades, I noticed on March 5, 2007, we received \$3.3M in funding from the Federal Government towards a \$12M upgrade at the WWTP. Also, in 2012, we budgeted \$19.6 Million in upgrades to the Waste Water Treatment Plant. Were these done, and if so, were they a part of these retrofit upgrades, or separate?

The report states that we are upgrading the facility to be capable of handling 258,000 people by 2035, which I see is what we have used as a benchmark for our Official Community Plan. This is a growth rate of 3,000 per year. While I commend the City for thinking big, I have to wonder is this realistic? Are we building something that we may not require for far longer? Considering the fact that this recent population boom is certainly not the norm for Saskatchewan or Regina over the past 20-30 years, realistically, we should be looking at our past as well to see what a realistic projection of our population would be in 22 years. For us to grow by 65,000 people (2011 Census shows the City of Regina at 193,000 people) seems far reaching at best. Also, consider that we have only increased our population by an average of 540 per year between 1991 and 2009, and actually decreased by 625 per year between 1996 and 2002. Factoring these more realistic numbers in, we should barely break the 200,000 mark by 2035.

I will now answer any questions you may have.

December 17, 2012

To: His Worship the Mayor  
and Members of City Council

Re: Wastewater Treatment Plant Upgrades Project Update

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**RECOMMENDATION OF THE EXECUTIVE COMMITTEE  
- DECEMBER 12, 2012**

That this report be received and filed.

*EXECUTIVE COMMITTEE – DECEMBER 12, 2012*

The Committee adopted a resolution to concur in the recommendation contained in the report.

Mayor Michael Fougere, Councillors: Bryon Burnett, John Findura, Jerry Flegel, Shawn Fraser, Bob Hawkins, Terry Hincks, Wade Murray, Mike O'Donnell and Barbara Young were present during consideration of this report by the Executive Committee.

The Executive Committee, at its meeting held on December 12, 2012, considered the following report from the Administration:

RECOMMENDATION

That this report be submitted to City Council on December 17, 2012 for information.

CONCLUSION

The City Administration has been engaging with external consultants to meet upgrade requirements for the City's Wastewater Treatment Plant (WWTP). The upgrades are required to do the following: replace equipment that has reached the end of its lifecycle; ensure the plant has sufficient capacity to respond to increased population and economic growth demands; and to meet new Provincial effluent standards. This is an extremely complex project and one of the largest ever undertaken by the City of Regina

Conceptual and pre-design for the WWTP upgrade has been completed with the project reaching the 20 percent design level. Based on the pre-design analysis, the Administration estimates that the capital cost upgrades will be in the range of \$167 million +/- 15% in first quarter (Q1) 2012 dollars. When construction inflation rates are carried through to construction in 2015/2016, the estimate reaches \$207 million +/- 15% in third quarter (Q3) 2015 dollars. The City has anticipated the WWTP upgrades for a number of years and the current estimate is within the scope of affordability for the Utility.

In 2012, the provincial Ministry of Environment issued the City a new WWTP Permit to Operate. The permit requires that the City meet new effluent standards in 2016. The current plant will not be able to meet these future provincial requirements, and therefore the majority of the upgrades must be completed by the end of 2016.

## BACKGROUND

Wastewater treatment is a vital service for the protection of human health and the environment. After treatment, liquid effluent is discharged downstream of the City into Wascana Creek and the Qu'Appelle River system. The treatment process disinfects the wastewater to remove pathogens and reduce nitrogen and phosphorous. Without wastewater disinfection, downstream pathogen levels would impact public safety for water use. Nitrogen and phosphorus removal protects the environment by mitigating the impact of nutrients that cause algae growth, and reducing toxicity to fish habitat.

For the past several years, the City has been planning a for the WWTP upgrade. Utility rates have been increased by 9 percent per year beginning in 2008 in anticipation of the significant investment in the WWTP. This was reflected in the 3-year utility rate cycles from 2008 to 2010, and 2011 to 2013.

In 2009, Administration initiated the selection of consulting services for the WWTP upgrade project, and in early 2011 the City engaged AECOM. In the last year, the WWTP upgrade project has made significant progress with the completion of a number of background reports, a preliminary concept plan and the pre-design phase, which brings the WWTP to the 20 percent design level.

This report provides City Council with information on the WWTP upgrade and an update on costs.

## DISCUSSION

### **Need for the WWTP Upgrade**

For the past several years, the City has been planning a significant investment in the WWTP to replace deteriorated assets, meet future growth and to meet new Provincial effluent standards.

- The assets at the WWTP have deteriorated to the point where it is difficult for the City to meet all of our operating objectives. A majority of the assets at the WWTP were constructed prior to 1980. Although basic maintenance has occurred, equipment deterioration has resulted in the requirement for significant replacement. It would cost approximately \$30 million to restore the plant to original condition without addressing other operating objectives.
- The WWTP is near capacity, treating approximately 70 million litres per day of wastewater. The future design parameters will allow for an average flow of 92 million litres per day to accommodate increased growth in Regina. The WWTP upgrade is planned for flow demands of a population of 258,000 in the year 2035, which is a growth rate of approximately 3,000 people per year.

- The Province and the City have met to discuss future effluent standards and the timeline to address these changes. Effluent standards have evolved from protecting human health from disease to include protection of watersheds. The new Provincial requirements are driven to enhance protection of the environment. These new standards will further reduce the level of dissolved nutrients that can cause algae growth and impact fish species health. A new treatment process is required to meet the new standards. The Province established the new standards in June 2012, and is requiring the City to address these effluent changes by the end of 2016.

All of these needs are required and can only be met through the WWTP upgrade. The City's goals for the WWTP upgrade project are to meet these needs on schedule, and address the long term financial stability of the facility.

### Cost Update

A significant amount of analysis on the WWTP upgrade has been completed throughout 2011 and 2012. The work includes 21 technical reports, a Preliminary Concepts Plan Report, and a Pre-Design Report. A short-list of liquid treatment, biosolids management and wet weather technologies and processes were analyzed through a triple bottom line approach.

The criteria for the analysis took into consideration the financial, environmental, social and operational requirements of the City. The assessment process narrowed down the Administration's recommended processing option to a non-proprietary biological nutrient removal process used by most major cities in Canada.

The concept includes:

Existing	Upgrade by
Primary plant (separates solids and liquid)	Reuse with retrofit
Biosolids management systems (digesters and dewatering to break down organic solids)	Reuse with retrofit
Secondary treatment lagoons (removes micro organisms and organic material from the liquid stream)	Replace with a new biological nutrient removal process. Reuse with retrofit some lagoons for wet weather/peak flow management
Existing tertiary clarifiers (phosphorous removal)	
	Add new filtration for lower phosphorus requirements
Disinfection (ultraviolet light that deactivates pathogens)	Replace with new

**Table 1**

There is approximately \$50 to \$60 million worth of value in some of the existing infrastructure at the WWTP. The upgrade plan includes the reuse of this infrastructure to maximize its use and reduce the overall capital cost of the project. The cost savings from infrastructure reuse is taken into account in the updated estimate.

The last update given to Council on cost estimates this year was \$153 million +/- 20% including a cost escalator of 8 percent each year after 2012. The escalator is meant to reflect the increased costs for materials and labour due to a booming local construction market. Construction is scheduled to begin in 2014, and is expected to be substantially complete by the end of 2016. If we carry those costs forward when construction is at a significant level of completion, the estimated cost is \$200 million.

Since that last update, the Administration has been working with AECOM to do further design analysis and ascertain more detailed estimates. The work has led to a revised construction estimate of \$207 million in 2015. The increased estimate is attributable to the following factors:

- A more detailed level of design and more project specific cost information; and
- Risk items identified during pre-design, such as sludge removal from lagoons and odour control, which might be mitigated on further investigation.

	Initial Estimate	Revised Estimate
<b>Confidence level</b>	+/- 20%	+/- 15%
<b>(Q1) 2012 Estimated Cost</b>	\$153 million	\$167 million
<b>Escalation Factor</b>	8%	6%
<b>(Q3) 2015 Estimated Cost</b>	\$200 million	\$207 million
<b>Cost Estimate Range</b>	\$160M-240M	\$176M-238M

Table 2

Estimates are based on current market conditions. Local market conditions may further increase cost at the time of construction. Determining the cost of a project of this complexity can only be priced by the market through a competitive procurement process. The current estimate uses 20 percent level design, industry price inquiries, and market conditions. A 20 percent level design is only accurate for budget estimating, and will require significant work for market pricing. Uncertainties in the project create risk to prospective bidders, which will translate into financial risk premiums. How these risks are managed and who retains the responsibility will be key in the pricing and affordability of the WWTP upgrade.

In June 2012, Administration was authorized to review procurement options for delivering the WWTP upgrade project. Analysis continues on a recommended procurement approach, with options including traditional methods and those that would include alternative service delivery. Administration will report to City Council in early 2013 with a recommendation on a procurement approach.

## RECOMMENDATION IMPLICATIONS

### Financial Implications

The City has anticipated the WWTP upgrades for a number of years and its cost has been reflected in the utility rate model and utility rates. The upgrades to the WWTP will require the City to undertake significant debt. The debt for the Water and Sewer Utility could be as high as \$150 million.

The long term financial plan for the WWTP, through a financial model and procurement option, will be addressed through forthcoming decisions of City Council. Debt from the WWTP and other programs will need to be strategically managed over the next few years.

#### Environmental Implications

The WWTP upgrade will enhance environmental conditions in the downstream receiving waters of Wascana Creek and the Qu'Appelle River system. This may result in improved aesthetic conditions as a result of reduced algae levels and improved fish habitat.

#### Strategic Implications

Upgrades to the WWTP will ensure that the City continues to meet its Wastewater Treatment Permit to Operate. In addition, an upgraded WWTP is an important piece of the City's infrastructure portfolio to ensure that future capacity demands can be met, due to economic and population growth.

Substantial debt will be required in order to finance the project. The allocation of City debt to this project will constrain the City's ability to borrow for other major capital projects based on current borrowing limits and where existing debt is currently committed. As a result, the City's debt will need to be closely and strategically managed in the coming years.

#### Other Implications

None with respect to this report.

#### Accessibility Implications

None with respect to this report.

#### COMMUNICATIONS

A communications plan has been developed to provide information on the WWTP upgrade.

#### DELEGATED AUTHORITY

Disposition of this report is within the authority of the Executive Committee.

Respectfully submitted,

EXECUTIVE COMMITTEE



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Amber Smale, A/Secretary

December 17, 2012

MR12-4

To: Members,  
City Council

Re: Federation of Canadian Municipalities (FCM), Big City Mayors' Caucus (BCMC)  
Meeting  
FCM Advocacy Days – Update

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### RECOMMENDATION

This report be received and filed.

### CONCLUSION

The Federation of Canadian Municipalities (FCM) Big City Mayors' Caucus (BCMC) met in Ottawa November 15<sup>th</sup>, followed by FCM's Advocacy Days and the FCM Board Meeting, the week of November 19<sup>th</sup> – 23<sup>rd</sup>. The focus of the BCMC meeting was to gain consensus on the FCM principles or "ask" for a federal Long-Term Infrastructure Plan (LTIP), while FCM Advocacy Days included meetings between municipal leaders and Federal Party Leaders, Cabinet Ministers and other Parliamentarians. A further component of Advocacy Days included special addresses by Infrastructure Minister Denis Lebel, New Democratic Party (NDP) Leader Thomas Mulcair, Liberal Party Leader Bob Rae, and Green Party Leader Elizabeth May.

Although infrastructure, specifically, the LTIP was the major topic of discussion during the BCMC meeting, housing also dominated the agenda as a top priority for municipalities. In 2006, FCM created a Housing Advocacy Working Group to provide quick political responses on housing issues. As housing is a priority for Mayor Fougere and City Council, Mayor Fougere joined this Working Group in November and will advance the interests of the municipal sector.

Municipalities are anticipating that the 2013 federal budget will include an announcement on LTIP. Once an LTIP is announced in 2013, to take effect in 2014, the Housing Advocacy Working Group will focus its efforts on keeping the federal government engaged in affordable housing through a targeted campaign to extend affordable housing funding in budget 2014 and reinvest expiring operating agreement funds into preserving and expanding affordable housing in Canada.

### BACKGROUND

#### **Infrastructure Funding (LTIP):**

In 2014, cities will see 40% of federal funding expire through the ending of programs such as the Building Canada Fund. In recognition of this fact, in November 2011, Transport, Infrastructure and Communities Minister Denis Lebel announced the start of a one-year engagement process to develop a new long-term plan for public infrastructure beyond the expiry of the Building Canada Plan in 2014. The commitment made by the federal government in 2011 presents an opportunity to stop the decline in our infrastructure and secure our economic foundations.



Canada's cities and communities are facing a situation where they are caught between growing responsibilities and limited revenue tools. Municipal leaders are ready and willing to continue doing their part, but with just eight percent of Canada's total tax revenue and a regressive property tax system, the challenge cannot be met without contributions by other orders of government. In addition, cities remain vulnerable and need to guard against offloading of further costly responsibilities by other orders of government.

While recent gains have been significant, our cities are still recovering from decades of downloading and underinvestment. Canada's tax system continues to take too much out of communities and puts very little back in. Without revenues that grow with the economy, municipalities continue to struggle with balancing and funding taxpayers' priorities.

While recognizing and appreciating the progress that has been made, there is still much work to do. The municipal infrastructure deficit remains and is growing annually, affecting our economy and quality of life. Municipalities, in cooperation with the federal and provincial governments, need to deal with the ongoing challenges of infrastructure, housing, homelessness, community safety, public transit and transportation and environmental protection.

FCM, through consultation with municipalities and private sector organizations agreed on a set of principles or an "ask" for LTIP, which was approved and endorsed at the BCMC meeting. FCM's proposal has three fundamental objectives: (1) build a stronger economy and create new jobs; (2) ensure long-term value for money invested; and (3) leverage support and investment from all three orders of government, the private sector and other infrastructure stakeholders.

### **Housing:**

The federal government has yet to make a commitment to renew its annual \$387 million in funding for affordable housing and homelessness programs that expire in March 2014. At the same time, \$1.7 billion in federal affordable housing operating agreements have begun to expire and by 2020 will mean a total reduction in federal expenditures in housing of \$500 million annually. In addition, the federal government has quietly withdrawn from affordable housing in Canada over the last three years, as it has moved to devolve responsibility of affordable housing programs to provinces.

While FCM has been actively advocating for a national strategy for housing and homelessness since 2006, FCM and municipalities need to be in a better position to hit the ground running with a strong advocacy strategy after the anticipated LTIP is announced in budget 2013.

The objective of a housing advocacy strategy will work to achieve the following:

- Build public and political pressure for federal re-investment of expiring operating agreements and the renewal of affordable housing funding in budget 2014;
- Build the case for long-term federal investments in housing and homelessness;
- Educate and engage elected officials in the conversation about the federal role in housing affordability in Canada; and
- Revitalize the conversation about housing affordability in Canada.

## **Advocacy Days 2012:**

FCM Advocacy Days, held annually, consist of Mayors and Councillors from across Canada, assembling on Parliament Hill to engage in pre-determined meetings with federal political representatives to deliver key messages on priority issues across Canada. The 2012 Advocacy Days featured 130 meetings with Members of Parliament (MPs) and Senators, two political Caucus briefings, engagements with three political federal Party leaders, and meetings with 27 Ministers and Parliamentary Secretaries.

The objective of Advocacy Days is:

- (1) Build relationships between federal and municipal elected representatives. During the last few years, municipalities have seen a changing, positive and more direct relationship. It is important this relationship continue and be strengthened.
- (2) Communicate the LTIP principles:
  - build for decades (20 years), not years;
  - deliver secure, predictable funding, not more application forms;
  - return federal investments to a sustainable level;
  - leverage resources from provinces/territories and the private sector.

The three messages that were consistently delivered included:

- (1) Local governments deliver their part:
  - own more than 60% of Canada's core infrastructure;
  - invest between \$12 to \$15 billion each year on local core infrastructure (roads, bridges, water systems and public transit);
  - unable to sustain infrastructure on our own.
- (2) We applaud parliament for:
  - making the Gas Tax permanent, creating the Building Canada Fund, turning to municipalities to fight the recession with the Economic Action Plan, and for agreeing to developing LTIP;
  - understanding the link between modern infrastructure, job creation and economic viability.
- (3) Now Canada needs secure, predictable and long-term investments:
  - dedicated to municipal infrastructure;
  - investments that bring us back to the levels of decades past, when our infrastructure was modern and supported a dynamic and growing economy.

## DISCUSSION

### **Infrastructure Funding (LTIP):**

The basic LTIP “ask” or recommendations, from FCM, endorsed by the Big City Mayors’ Caucus is as follows:

- (1) Long-term, predictable funding
  - 15 to 20 years, with 5-year planning cycles
- (2) Invest to leverage additional funds
  - \$5.75 billion total in LTIP (Gas Tax Fund (GTF) \$2 billion; Core Economic Infrastructure Fund (CEIF) \$2.5 billion; Building Canada Fund (BCF) \$1.25 billion). These funds will leverage an additional \$7.5 billion in new provincial/territorial and municipal investments;
  - Proposal is built around the renewal of two existing programs (GTF and BCF), and one new program concept, CEIF.
  - **FCM “ask” represents 2.3% of the total federal budget, but more than 5% of their discretionary budget.**

Gas Tax Fund (GTF)	\$2.0 billion
Core Economic Infrastructure Fund (CEIF)	\$2.5 billion (with \$1 billion for the “Cut My Commute” Campaign)
Building Canada Fund (BCF)	\$1.25 billion (\$300 million of that allocated to wastewater treatment)
Long-term Infrastructure Program (LTIP)	<b>Total:</b> \$5.75 billion

- (3) Renew and improve the Gas Tax Fund and the Building Canada Fund
  - Direct all BCF funding to municipalities (i.e.: \$2.275 billion went to provinces/territories through the Provincial/Territorial Fund component);
  - Index the GTF at 3%.
- (4) Core Economic Infrastructure Fund (CEIF)
  - \$2.5 billion per year (matched by provinces/territories and municipalities for a total of \$7.5 billion per year);
  - Focus on “core” infrastructure – roads, transit, water, wastewater;
  - Of this \$2.5 billion, direct \$1 billion to cutting commute times (transit)
  - Allocate the CEIF using the base plus per capita formula used for GTF and BCF (federal funds matched by provinces);
  - \$1 billion “Cut My Commute” funds allocated based on ridership.
- (5) Reduce gridlock, build transit
  - \$1 billion to “Cut My Commute” allocated based on ridership.

- (6) Meeting new needs
  - Out of the renewed \$1.25 billion Building Canada Fund dollars, allocate \$300 million to provide support for the development of local wastewater treatment plants. This fund would be application based.
- (7) P3s and alternative financing
  - P3 “screen” or filter that requires all municipal projects of \$200 million and more, receiving federal funding, to have a thorough business case;
  - Integrate support for P3s into all LTIP programs, rather than developing a segregated program dedicated solely to P3s;
  - Do not mandate P3s;
  - Current federal infrastructure programs present municipalities with an “either/or” proposition (“either” we apply for cost-shared dollars “or” attempt to access P3 funding). Future funds must ensure that traditional investments and potential P3 project funding is available and delivered under a single-window framework.
- (8) Innovative infrastructure
  - Partner with FCM to create a “Centre for Municipal Infrastructure and Sustainability” to help build capacity to improve asset management;
  - Create the “Innovative Infrastructure Fund” (IIF) by expanding the Green Municipal Fund (GMF) to make revolving loans and grants for innovative pilot projects (including asset-management initiatives).

The City of Regina put forward a submission to the federal government in July of this year. Although the submission did not include specific dollar values, it is consistent with the FCM and BCMC LTIP principles.

### **Housing:**

To achieve the housing objectives above, the BCMC Housing Advocacy Working Group will be engaging in the following activities:

- (1) Develop a position paper that would:
  - define the problem – unique, attention grabbing reframing of the housing debate for broad engagement and consumption;
  - make the case for long-term planning and resources;
  - detail the role of the federal government in housing and the need for intergovernmental partnerships;
  - highlight the investment cities are making – dollar figures, by-laws, incentives, programs, what tools cities are using, etc.;
  - place affordable housing in an economic context – detail the business case for affordable housing.

- (2) Buy-in and alignment from stakeholders groups:
  - Convene a working group of stakeholders to identify common purpose and opportunities to promote positions developed in the above position paper;
  - Reach out to “unusual” suspects to partner with – Chambers of Commerce, etc.
- (3) Build up to Budget 2014:
  - FCM June Conference and BCMC Meeting to launch the paper and hold a workshop/study tour on housing
  - Position housing as the 2013 FCM Advocacy Days focus;
  - Media campaign.
- (4) Ongoing strategic engagement:
  - Co-Chairs, Mayor Fennell of Brampton, Mayor Fontana of London, along with key BCMC Mayors and members of the Working Group, which now includes Mayor Fougere, will continue to be involved in the roll out of the campaign.

Locally, the City of Regina is experiencing strong economic and population growth which has brought change, opportunities and challenges with respect to our housing environment. Regina currently has a 0.6% vacancy rate, the lowest in Canada. Demand has kept vacancy rates low and has resulted in rental price increases and a significant shortage of accommodation availability for people moving to the city. There are challenges throughout the entire housing spectrum, from shelters to homeownership, as housing supply is extremely tight.

The City of Regina is developing a Comprehensive Housing Strategy to further complement provincial programs and policies. However, the responsibility for housing is, and will remain, within the provincial and federal governments.

In addition to the housing strategy, administration is currently in the process of recommending a strategy to the Mayor and Council that may include the engagement of a stakeholder group and/or a Housing Summit, to dialogue, create innovative and unique resolutions and further complement the above activities.

### **Advocacy Days 2012:**

The key messages that were widely delivered to federal elected representatives included:

- (1) We are partners:
  - local governments need to be full partners in building our future economic foundations;
  - all orders of government can work together, create jobs and build the conditions for new economic growth.
- (2) The opportunity is now:
  - turn around the long decline in our municipal infrastructure;
  - strengthen the foundations for a strong and modern economy;
  - keep Canadians working.

- (3) The consequences of inaction are serious:
  - continued decline in the state of infrastructure;
  - gridlock, deteriorating roads and bridges, decline in the quality of services, and increased risks to safety and the environment;
  - decline or lost economic opportunity and competitiveness.
- (4) The biggest return for the federal dollar is investment in municipal infrastructure. Nothing does more to create jobs, benefit families and businesses, and build the conditions for new trade and growth.
- (5) Property taxpayers and local governments cannot do this all on their own.

Councillor O'Donnell, as member of the FCM Board of Directors, participated in the 2012 FCM Advocacy Days, on behalf of Mayor and Regina City Council. The focus of almost all of the Advocacy Day meetings was on the LTIP. Most of the Members of Parliament (MPs) demonstrated a good understanding of the proposal and were supportive of its key principles.

In addition to providing meeting participants with the key LTIP principle and objectives, the Saskatchewan MPs were also provided with the City of Regina's federal LTIP submission in anticipation of their support and lobbying efforts within Parliament.

## RECOMMENDATION IMPLICATIONS

### Financial Implications

None with respect to this report.

### Environmental Implications

None with respect to this report.

### Strategic Implications

Municipal infrastructure is the foundation and backbone of our local and national economies, yet cities receive only a small portion of every tax dollar collected to pay for the necessary core infrastructure. Over the last several years, we are beginning to see a new fiscal relationship between municipalities and the federal government. In partnership on a long-term infrastructure program, all orders of government can bring a permanent solution to municipal infrastructure gaps and deficits.

Strong, vibrant cities and communities are an essential part of the answer to our continued economic recovery and Canada's overall strength and vitality. Cities are the drivers for a dynamic, durable economy, providing economic development and services that attract and retain skilled workers and private investment. However, with just eight cents of every tax dollar collected, municipalities cannot meet the infrastructure challenges on our own.

Municipalities must strategically work in partnership with the federal government towards a new fiscal relationship and a long-term, sustainable strategy that includes maintaining core program spending, avoiding federal downloading and developing long-term objectives on issues of mutual importance. By working in partnership, all orders of government and the private sector can achieve lasting results, providing a significant decrease in the infrastructure deficit, and contributing to safe, healthy and economically viable cities and communities.

LTIP presents an opportunity to stop the decline of our infrastructure and break the cycle of short-term thinking and one-off funding programs. Collectively, all orders of government and the private sector, have the opportunity to fix what didn't work with earlier programs and move towards providing predictable, secure investments that allow us to tap into private sector innovation and expertise, and to encourage innovation and alternative financing.

The FCM long-term infrastructure program "ask", endorsed by BCMC, allows us to build a stronger economy, create new jobs, ensure long-term value for investment and leverage support and investment from all three orders of government and other stakeholders.

#### Other Implications

None with respect to this report.

#### Accessibility Implications

None with respect to this report.

#### COMMUNICATIONS

Federation of Canadian Municipalities, Big City Mayors' Caucus and Mayors, through communiqués and local media, are engaging in a continuing public awareness and advocacy campaign to create awareness of the immediate funding needs of municipalities, as well as the importance and recognition of the success of strengthened partnerships between all orders of government.

FCM has recently launched a campaign created to support the ongoing national efforts to secure long-term infrastructure funding in the 2013 budget. "The Great Infrastructure Challenge" website is a site where people from every corner of the country can express their support for long-term, common sense solutions to address the cracks in our physical and economic foundations. The goal of the campaign is to encourage Canadians to tell the federal government that infrastructure matters by harnessing the public awareness power of Twitter. People have the opportunity to "fix it" and then "tweet it". When they hit the "tweet" button, they are provided a list of MPs that they can direct their "tweet" to, including the Prime Minister and Infrastructure Minister Denis Lebel.

Locally, Mayor Fougere has, and will continue to seize opportunities to discuss infrastructure issues with the media, provincial and federal elected representatives, by way of continued dialogue, media interviews, news releases, etc. In addition, the City of Regina website and social media channel are promoting "The Great Infrastructure Challenge," via links and posts.

DELEGATED AUTHORITY

The report is being provided to City Council as information.

Respectfully submitted,



Sheila Harmatiuk,  
Manager of Government Relations,  
City Manager's Office

sh

Respectfully submitted,



Michael Fougere,  
Mayor



## Appendix “A”

Canadian cities spending \$12 billion on infrastructure, pledge to match new federal funding  
(15/11/2012)

**Ottawa, ON** - Today, the mayors of Canada's biggest cities pledge to match new Federal government funding dollar for dollar to rebuild and improve our cities over the next 20 years. We urge the Federal government to match our commitment with new funding to support and rebuild Canada's cities - from public transit to our roads and bridges, from water pipes to sewer systems.

The Federal government demonstrated important leadership by strategically investing in Canadian cities through successful programs such as the Gas Tax Fund, the Building Canada Fund and the Economic Action Plan stimulus funding. These investments have been crucial for addressing the growing economic challenges facing our nation, and keeping Canada competitive through a global recession. But much of the funding expires by 2014.

Canada's mayors and municipal leaders promoted, supported and helped implement these programs and want to build on this successful partnership with the federal government. Now there is a pressing need -- for all of us -- to do more.

In many of our cities, our infrastructure is crumbling, traffic congestion is brutal, and public health is at risk. This is a significant threat to our economy, to attracting new investment, and to the quality of life of all Canadians.

Cities are ready to do our part. We call on the federal government to stay with us as important partners, and support the critical needs that our cities -- and our country -- face. This is an essential investment to keep Canadian cities globally competitive.

We recognize the financial challenges the federal government faces and will take action to work more closely with this government to invest funds in our local economies. But let's remember too, that deferred or delayed spending only increases costs dramatically over time, and delays the economic and private sector investment that we need, and that the federal government promotes. We need renewed action, and commitment, now.

As big city mayors we support the recent long term infrastructure plan submitted to the federal government by the Federation of Canadian Municipalities and call on the federal government to take action. Our first priority is to modernize our crowded and rapidly-aging transportation networks. Growing traffic gridlock costs our economy \$10 billion a year. One out of every four roads is congested, and a staggering 50% need immediate repair.

We support the federal government's commitment to growing the economy and creating jobs for Canadians, and we want to extend the successful partnership we built fighting the global recession.

Collectively, Canadian cities invest \$12 billion/year in our local infrastructure. We are asking the federal government to come to the table in Budget 2013 with a \$2.5 billion/year investment increase which our cities are prepared to match dollar for dollar.

Regina, November 15, 2012  
News Release

## **Twenty-year infrastructure plan needed to replace, repair and fill the infrastructure gap**

Regina's Mayor Michael Fougere reinforced the need for a long-term federal infrastructure plan to enable and assist our cities in creating new jobs and building a stronger economy.

During the federal government's long-term infrastructure plan consultations, the City of Regina put forward a set of principles to collectively achieve a plan that protects current investments, promotes economic stability and enhances economic development.

With the recent release of Federation of Canadian Municipalities (FCM) long-term infrastructure plan recommendations calling for an increase in total annual federal infrastructure funding from the current \$3.25 billion to \$5.75 billion, Mayor Fougere's message was clear, "Municipal infrastructure is the foundation of Canada's economic success. The City of Regina agrees with FCM on the importance of a long-term (20-year), predictable, sustainable approach to stop the decline of our infrastructure and ensure long-term value for investment."

At today's Big City Mayors' Caucus meeting in Ottawa, Mayors from across Canada also stressed the need for an announcement of a federal plan in the 2013 Budget to ensure any new program is in place before the expiration of current programs in 2014.

"Municipalities, in collaboration with other orders of government, are ready to take action now," said Mayor Fougere. "We are confident that we can achieve a plan that decreases the infrastructure deficit, while contributing to economically sustainable and viable cities that are well positioned for the challenges and opportunities faced by municipalities on a daily basis."

-30-

Media contact only:  
Dauna Ditson  
Communications Branch  
751.4006

# FCM's Ask

Increased Productivity  
Stronger Economy, New Jobs

Public-Private Partnerships / Innovative Financing  
(P3 screen for large projects; incentives and support)

Gas Tax Fund  
Renew & index  
\$2 B/yr

Core Economic  
Infrastructure Fund  
(new)  
\$2.5B/yr

Building Canada Fund  
Renew, improve,  
dedicate to  
municipalities.  
\$1.25 B/yr

Innovative Infrastructure Practices and Asset Management Planning  
(requirement for AM plans; capacity building support)



FEDERATION  
OF CANADIAN  
MUNICIPALITIES

FÉDÉRATION  
CANADIENNE DES  
MUNICIPALITÉS



**Development of a new long-term federal plan for municipal infrastructure funding**

WHEREAS the City of Regina's greatest opportunity and challenge is the fact that we are currently experiencing unprecedented economic and population growth. And along with this growth come fiscal challenges and responsibilities;

WHEREAS the City of Regina, like other Canadian municipalities, relies heavily on property tax, a regressive and insufficient funding source, as the major source of revenue;

WHEREAS municipalities, receiving approximately eight cents of every tax dollar collected, lack the resources and fiscal tools required to deal with infrastructure needs while responding to a growing list of responsibilities in areas such as affordable housing, transportation and the environment;

WHEREAS federal investments over the last few years have helped to slow the decline of our cities and communities, and the Government of Canada has committed to develop a new long-term plan for municipal infrastructure funding, in consultation with municipal and provincial/territorial governments;

WHEREAS all orders of government have benefitted in the short-term from the federal government's Economic Action Plan, the Gas Tax Fund and the acceleration of the Building Canada Fund, with improvements to local economies, unemployment rates and improvements to municipal infrastructure;

WHEREAS investment in infrastructure is the best tool available to stimulate the economy and create economic development opportunities; evidenced by the fact that for every additional \$1 billion invested in infrastructure, the federal government will create more than 11,000 jobs – twice as many as a \$1 billion tax cut;

WHEREAS we have an opportunity and obligation to work in partnership with the federal and provincial government and the private sector in a cohesive, coordinated manner with all partners accepting and sharing responsibility, while creating and implementing long-term, sustainable and innovative solutions to resolving infrastructure deficits for all orders of government;

AND WHEREAS the City of Regina has urgent and continuing core infrastructure needs, which includes roadways, bridges, sidewalks, water and wastewater, as well as the need to update the wastewater treatment plant;

BE IT RESOLVED that the City of Regina Council endorses the Federation of Canadian Municipalities (FCM) "Target 2014" Campaign, launched to ensure the new infrastructure plan reflects municipal priorities across the country and is fully implemented in 2014, upon the expiry of existing programs;

BE IT FURTHER RESOLVED to urge the Minister of Transport, Infrastructure and Communities to work with FCM and municipalities to ensure the new long-term infrastructure plan meets the core infrastructure needs of cities and communities.

December 17, 2012

To: His Worship the Mayor,  
and Members of City Council

Re: Application for Severance Approval (12-SV-15) - 2719 McAra

---

### RECOMMENDATION

That the application to sever Lots 4 and 5, Plan No. U2439; and Lot 51, Plan No101189897 in Block 58, located at 2719 McAra Street, be REFUSED.

### CONCLUSION

An application for severance approval was submitted. The resulting frontage of each lot is 20 cm too narrow to conform to the Zoning Bylaw. The *Subdivision Bylaw* stipulates that City Council must formally deny the application. The Applicant will have the opportunity to appeal the decision of refusal to the Development Appeals Board who has the ability to relax the development standard and allow the severance to proceed.

While the Administration does not make recommendations to the Development Appeals Board as it does with Regina Planning Commission, for example, the Administration has no concerns with allowing the severance to proceed, despite not conforming with the Zoning Bylaw. The difference between the proposed and required lot sizes is 20cm, which would not be perceptible and have no adverse affects on adjacent properties. However, neither the Administration nor City Council has the ability to relax the development standards and recommends this application follow the established protocol of proceeding to the Development Appeals Board for consideration.

### BACKGROUND

An application has been received for severance approval to accommodate the development of two detached dwellings in the R3 – Residential Older Neighbourhood Zone. The subject property is within the Assiniboia Place Subdivision.

*Subdivision Bylaw No 7748* stipulates where the Development Officer is unable to certify a severance application because of non-compliance, he shall report to City Council who shall refuse approval. As such, this application does not proceed to City Council through Regina Planning Commission as other planning-related applications. Section 128 (1)(c) of the *Planning and Development Act, 2007* requires that a subdivision be denied if it does not comply with the Zoning Bylaw.

### DISCUSSION

The applicant proposes to re-subdivide Lots 4, 5, and 51 in Block 58 to create Lots 53 and 54 as shown on the attached plan of proposed severance. The existing subject property consists of three lots, which are tied together to prevent individual parcels from being transferred separately. As such, they are effectively considered to be one lot. Both proposed lots would have a frontage of 7.3m, which is less than the required 7.5m of frontage as per the Zoning Bylaw. The existing home on the site is intended to be demolished.

The subject property is currently zoned R3 – Residential Older Neighbourhood Zone. Surrounding land uses include single detached residential in all directions.

### Approval Procedure

Pursuant to *Subdivision Bylaw 2003-3*, subdivision and severance approvals are delegated to the Administration. However, Section 6. 8) of the Bylaw states that “Where the Development Officer is unable to certify a severance application because of non-compliance with the regulations herein, he shall report to Council who shall refuse approval and the Development Officer shall duly notify the applicant of City Councils decision.” City Council, therefore does not have the ability to relax the development standards to grant approval in such circumstances; City Council must refuse the subdivision or severance application.

The applicant’s opportunity for appeal is afforded pursuant to Section 9 of the *Subdivision Bylaw*, which allows the applicant to file an appeal with the Development Appeals Board and subsequently to the Saskatchewan Municipal Board, if unsuccessful.

### RECOMMENDATION IMPLICATIONS

#### Financial Implications

The subject property already receives a full range of municipal services. Should the applicant successfully appeal the development regulations for the R2 zone, the applicant would be responsible for the cost of any additional or changes to existing infrastructure that may be required to directly or indirectly support the development in accordance with City standards and applicable legal requirements.

#### Environmental Implications

None with respect to this report.

#### Strategic Implications

While the scale of the project is small, the subdivision supports Planning and Development goals by facilitating neighbourhood redevelopment, allowing for needed housing construction, and using existing infrastructure more efficiently, subject to approval by the Development Appeals Board.

#### Other Implications

None with respect to this report.

#### Accessibility Implications

None with respect to this report.

## COMMUNICATIONS

The application underwent a limited circulation supportive of a technical review, as per the subdivision approval procedure. The applicant will be notified of City Council's decision.

## DELEGATED AUTHORITY

Where a severance application does not meet the regulations/requirements of *Subdivision Bylaw No. 7748* and *Regina Zoning Bylaw No. 9250*, City Council is required to issue formal refusal of the application in accordance with the requirements of *Subdivision Bylaw No. 7748*.

Respectfully submitted,



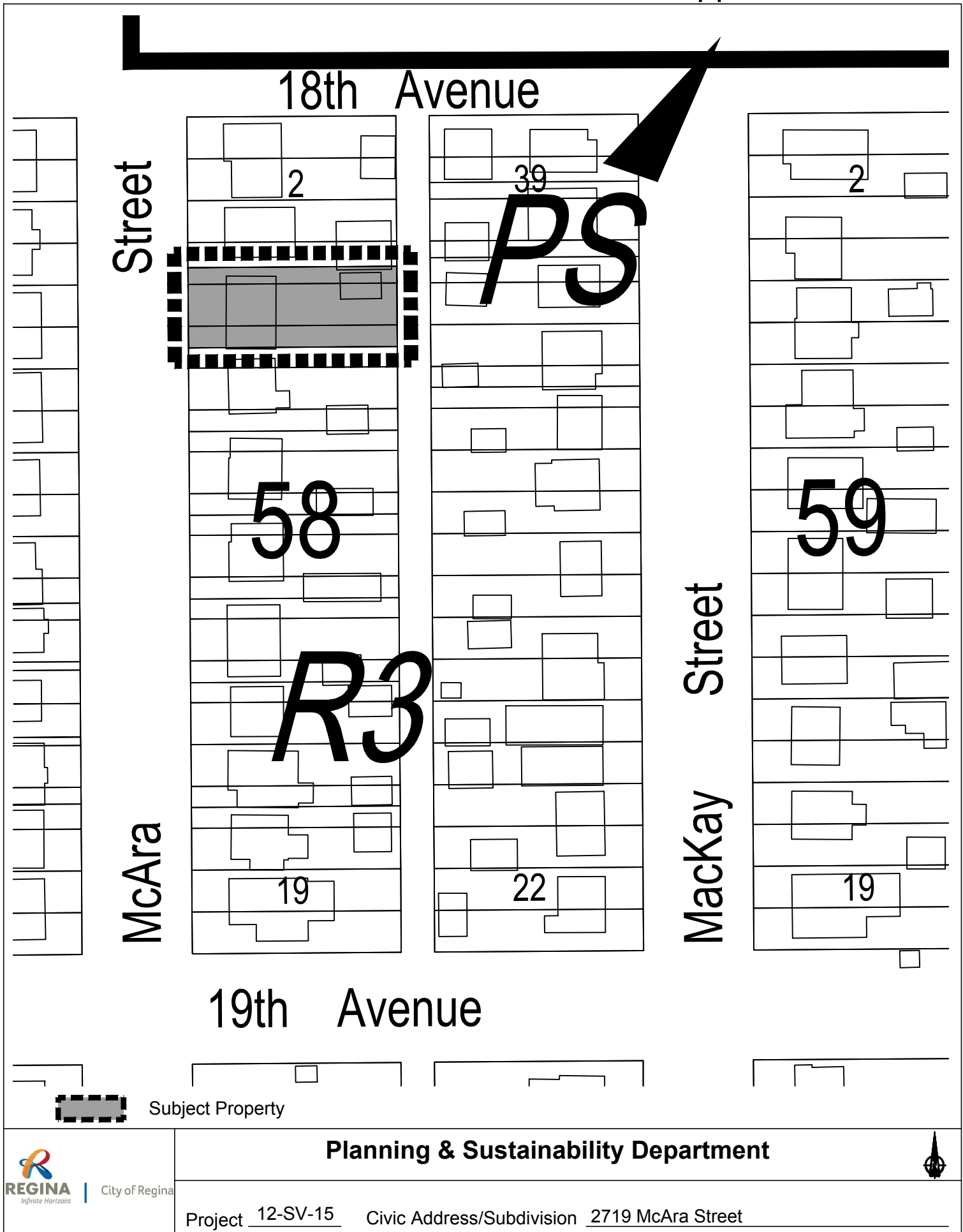
Diana Hawryluk,  
Director, Planning

Respectfully submitted,

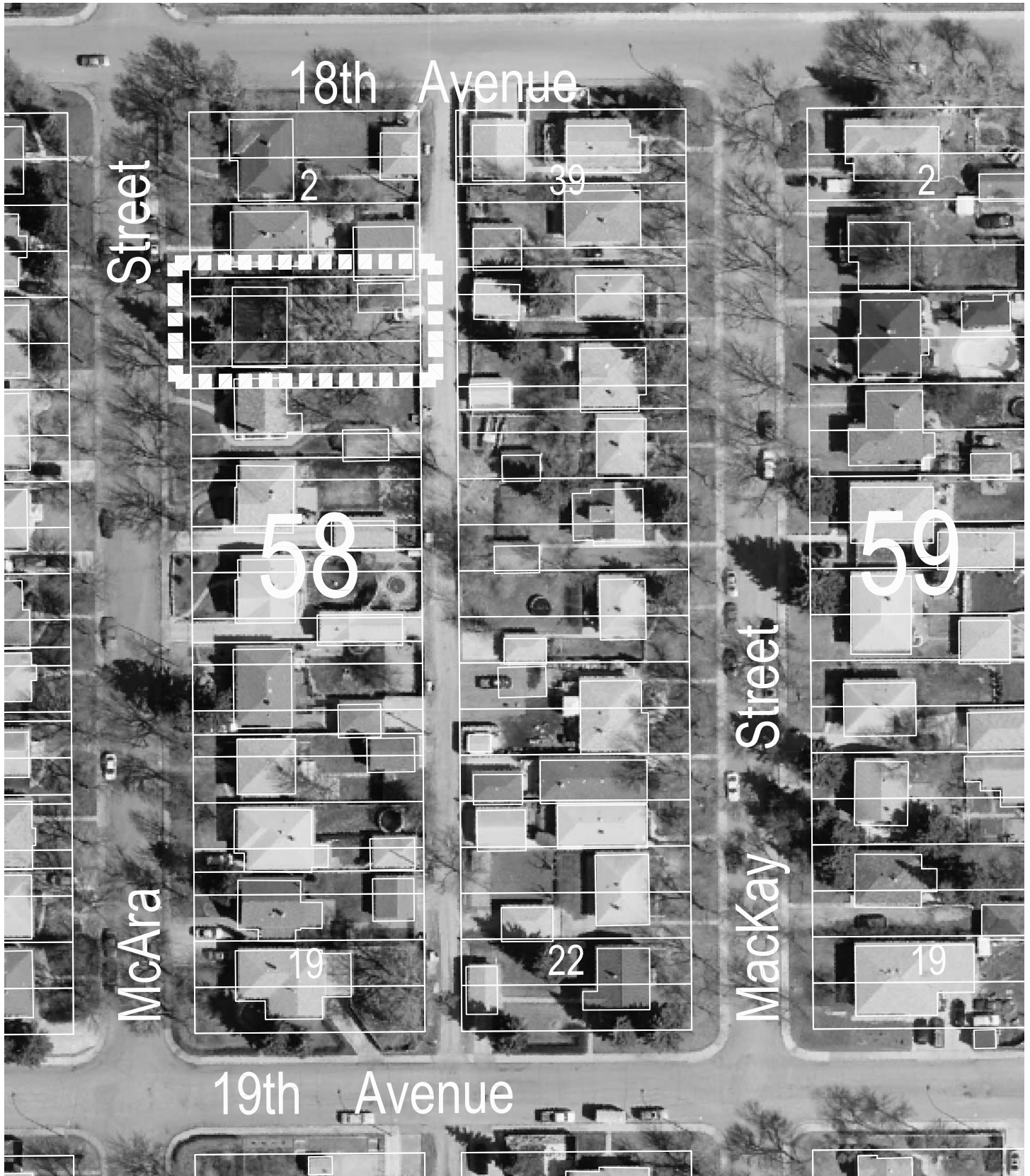


Jason Carlston, Deputy City Manager  
Community Planning and Development









Subject Property

Date of Photography : 2009



City of Regina

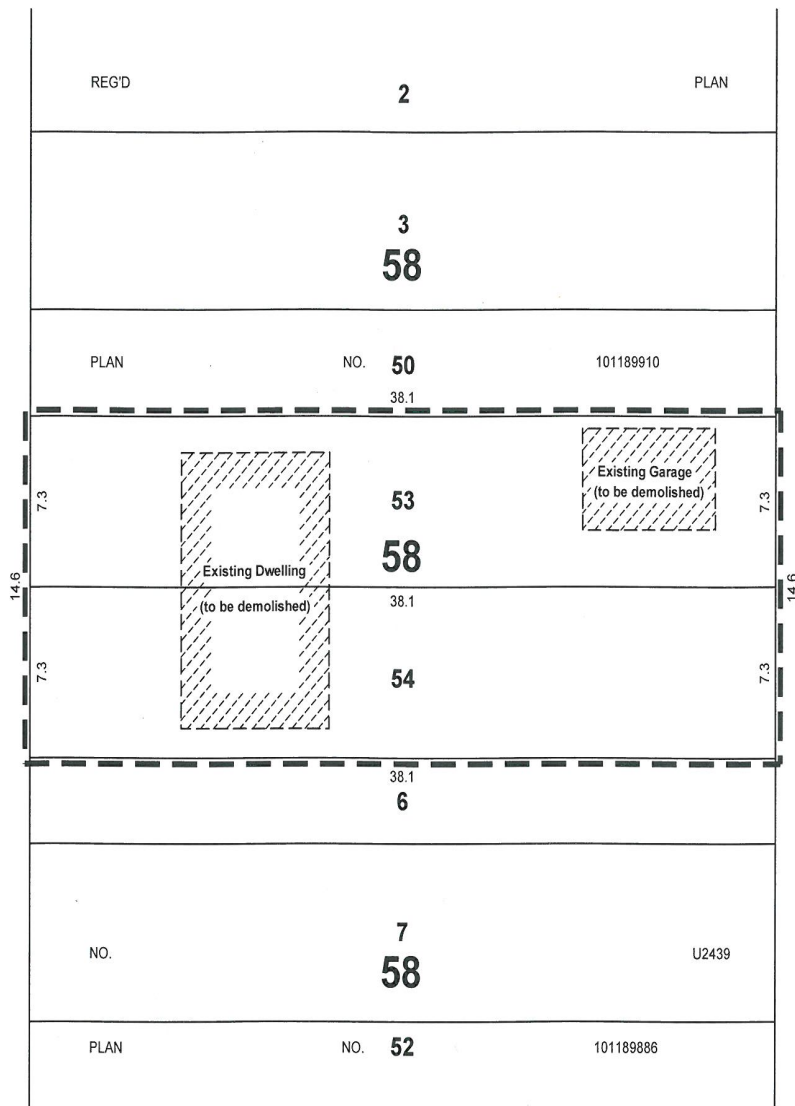
**Planning and Sustainability Department  
Planning & Development Division**



Project 12-SV-15

Civic Address/Subdivision 2719 McAra Street

McARA STREET



Lane

39  
REG'D

38

PLAN  
37

PLAN NO.  
48  
101189932

NO.

36  
58

35

U2439

PLAN NO.  
46  
101190013

PLAN NO.  
47  
101190024

PLAN SHOWING  
PROPOSED SEVERANCE  
OF  
2719 McARA STREET  
LOTS 4 & 5, BLOCK 58,  
REG'D PLAN NO. U2439  
AND  
LOT 51, BLOCK 58,  
PLAN NO. 101189897  
REGINA, SASKATCHEWAN  
SCALE: 1:250

NOTES:

- MEASUREMENTS ARE IN METRES AND DECIMALS THEREOF.
- SOME MEASUREMENTS ARE APPROXIMATE AND MAY DIFFER FROM THE FINAL PLAN OF SURVEY BY AS MUCH AS 1.0 %.
- PORTION TO BE APPROVED IS OUTLINED WITH A BOLD DASHED LINE AND CONTAINS 0.06 ha (0.14 ac)

SEPT 10 / 2012

DATE

SCOTT L. COLVIN  
SASKATCHEWAN LAND SURVEYOR

CITY OF REGINA APPROVAL

THE SUBDIVISION PROPOSED HEREIN OUTLINED IN A BOLD DASHED LINE IS APPROVED UNDER THE PROVISIONS OF BYLAW NO. 7748-LA-B84 OF THE CITY OF REGINA.

DATED THIS \_\_\_\_ DAY OF \_\_\_\_\_ A.D. 2012.

CITY CLERK

OWNER:

DAVID MURVIN McLAREN



R-0254-12-PPS  
8/21/2012 10:48 AM

December 17, 2012

To: His Worship the Mayor  
and Members of City Council

Re: Automatic Vehicle Location (AVL) Project

---

**RECOMMENDATION OF THE COMMUNITY AND PROTECTIVE SERVICES  
COMMITTEE  
- DECEMBER 12, 2012**

1. That City Council authorize the Deputy City Manager of City Operations, or his or her designate, to negotiate and approve the terms of an addendum (the “Addendum”) to the Research and Development Trial Agreement relating to Transit Automatic Vehicle Location (the “AVL Trial”), dated as of September 1, 2011 between the City and 101150419 Saskatchewan Ltd., operating under the business name “CRL Engineering”, (“CRL”) to extend the term of the trial for an additional nine months, concluding on September 30, 2013.
2. That sufficient funding be reallocated within the Transit general operating budget to fund the costs relating to the extension of the AVL Trial.
3. That the Administration issue a Request for Proposals to obtain a permanent AVL system for installation and use on City transit vehicles following the completion of the AVL Trial, with (i) a contract term of 3 years plus 2 – optional 1-year extensions; and, (ii) a requirement that proponents meet an annual budget of between \$375,000.00 and \$400,000.00.
4. That City Council authorize the Deputy City Manager of City Operations to award and finalize the terms of an agreement with the successful proponent chosen from the permanent AVL system Request for Proposal (“RFP”) process.
5. That the City Clerk be authorized to execute the following agreements after review and approval by the City Solicitor:
  - (i) the Addendum extending the AVL with CRL; and
  - (ii) the contract awarded to the successful proponent as a result of the AVL system RFP process.

*COMMUNITY AND PROTECTIVE SERVICES COMMITTEE – DECEMBER 12, 2012*

The Committee adopted a resolution to concur in the recommendation contained in the report.

Councillors: John Findura, Jerry Flegel, Shawn Fraser, Mike O'Donnell and Barbara Young were present during consideration of this report by the Community and Protective Services Committee.

The Community and Protective Services Committee, at its meeting of December 12, 2012 considered the following report from the administration:

### RECOMMENDATION

1. That City Council authorize the Deputy City Manager of City Operations, or his or her designate, to negotiate and approve the terms of an addendum (the “Addendum”) to the Research and Development Trial Agreement relating to Transit Automatic Vehicle Location (the “AVL Trial”), dated as of September 1, 2011 between the City and 101150419 Saskatchewan Ltd., operating under the business name “CRL Engineering”, (“CRL”) to extend the term of the trial for an additional nine months, concluding on September 30, 2013.
2. That sufficient funding be reallocated within the Transit general operating budget to fund the costs relating to the extension of the AVL Trial.
3. That the Administration issue a Request for Proposals to obtain a permanent AVL system for installation and use on City transit vehicles following the completion of the AVL Trial, with (i) a contract term of 3 years plus 2 – optional 1-year extensions; and, (ii) a requirement that proponents meet an annual budget of between \$375,000.00 and \$400,000.00.
4. That City Council authorize the Deputy City Manager of City Operations to award and finalize the terms of an agreement with the successful proponent chosen from the permanent AVL system Request for Proposal (“RFP”) process.
5. That the City Clerk be authorized to execute the following agreements after review and approval by the City Solicitor:
  - i) the Addendum extending the AVL with CRL; and
  - ii) the contract awarded to the successful proponent as a result of the AVL system RFP process.

### CONCLUSION

Automatic Vehicle Location (AVL) technology allows customers to access real-time information about when their buses will arrive in order to reduce the amount of time spent standing at bus stops and allow more flexibility with their travel plans.

The City’s Transit Investment Plan recommended that the City investigate the use of AVL technology. In order to investigate the benefits that an AVL system could provide, the City entered into a research and development trial agreement with CRL where CRL would develop and test its proprietary AVL system using the City’s transit fleet, and the City would work with an AVL system directly in order to determine (i) whether such a system could provide any benefits; and, (ii) what attributes in an AVL system would be desirable should the City elect to purchase a permanent solution.

Transit has seen a direct impact on both ridership and revenues since implementing the AVL system and wishes to extend the AVL Trial such that additional information can be obtained that

will assist the City in being able to ultimately purchase a suitable permanent AVL solution that can increase ridership and customer satisfaction, as well as provide additional marketing opportunities.

## BACKGROUND

In 2009, the Transit Department was approached by CRL Engineering in relation to the development and testing of a real time bus tracking project called TransitLive. CRL Engineering had the support of Communities of Tomorrow to help fund the initial project. TransitLive consisted of allowing customers to view the location of their bus at any moment and projected accurate arrival times for each bus stop using GPS technology. The location of each bus is updated once every 1.5 seconds, allowing customers instant dynamic information. This information is available to the customers through:

- (a) The TransitLive website ([www.transitlive.com](http://www.transitlive.com)), which allows customers to view where the buses are at any moment and set up customizable alerts to receive texts when their bus was getting close to their bus stop;
- (b) A texting feature (596-6136) that allows customers to receive updates of the next bus at their bus stop instantly;
- (c) Phoning the Transit RIDE line (777-7433) and selecting the TransitLive option. This lets customers enter their four digit bus stop number and have an audible voice inform the customer of the next bus at the particular bus stop; and
- (d) Schedule monitors located at the Transit Information Centre and the University of Regina Riddell Centre showing arrival times based entirely in real time.

After some initial development work, the City and CRL entered into a Research and Development Trial Agreement in 2011 relating to the AVL Trial, where CRL agreed to pilot the TransitLive technology on all 106 conventional City Transit buses. To fund the AVL Trial, Transit reallocated funding from underutilized services and allocated the additional revenue expected from increased ridership.

Throughout the AVL Trial, Transit has conducted studies with actual Transit users to gauge their feedback on the system. The overall feedback has been positive and several suggestions have been received that could improve the system, such as changes relating to the display configuration, adding additional features, increasing functionality of the user interface, and having a better mobile experience. Several changes and improvements have been made to date, but the AVL Trial is scheduled to conclude on December 31, 2012.

The City continues to work with CRL to further develop and refine the systems, and is continuing its internal review to determine what types of attributes the City would wish to have in the event that a permanent solution is obtained. The extension of the AVL Trial to September 30, 2013 will permit further development and refinement of the AVL product being tested, as well as provide the City with additional time to determine its requirements in obtaining an effective AVL system.

Due to the benefits an AVL system provides to users of Regina's transit system and the additional information and efficiencies an AVL system can provide to the Transit Operations

Branch, the Administration is recommending that the City obtain a permanent AVL system. The City is required by its trade treaty obligations to undertake a public procurement process to obtain a more permanent solution. The Administration has been working to refine its requirements list during the AVL Trial and the extension of the trial for an additional nine (9) months will permit the City to finalize its requirements list and complete an RFP process such that a permanent solution can be found without affecting transit systems users with a break in service from the current trial systems that are in place.

## DISCUSSION

### Extension of AVL Research and Development Trial

On September 1, 2011, the City and CRL entered into a Research and Development Trial Agreement where CRL agreed to pilot its TransitLive technology on all 106 conventional City Transit buses. The AVL Trial has been a success to date, with CRL being able to fully test and develop its technology and the City obtaining excellent feedback from transit users and its employees on the type of AVL product that would be most beneficial to the City.

The AVL Trial is scheduled to conclude on December 31, 2012, but CRL is still in the process of developing and refining its technology. The City is continuing its internal review to determine what types of attributes the City would wish to have in the event that a permanent solution is obtained. The extension of the AVL Trial to September 30, 2013 will permit further development and refinement of the AVL product being tested, as well as provide the City with additional time to determine its requirements in obtaining an effective AVL system.

The cost of the current AVL Trial is \$28,800.00 per month and the full cost of the first year of the AVL Trial will be \$345,600.00. A benefit of the CRL technology being tested is that there is no upfront capital investment or internal City of Regina IT resources required as CRL provides a fully hosted solution that operates from a cloud-based server and uses general purpose hardware. The cost of an extension of the AVL Trial is \$28,800.00 per month, for additional total of \$259,200.00 for the time period from January 1, 2013 to September 30, 2013.

### Reallocation within General Operating Budget to fund AVL Trial

As there was no additional budget to fund the original AVL Trial, the following adjustments and service efficiencies were made to reallocate budget within Transit to fund the AVL Trial:

- (a) Transit examined the current service being delivered for underutilized services as identified from the electronic fareboxes installed in 2010. Administration adjusted some service on the road from 20 minute frequencies to 30 minute frequencies. The changes were implemented September 2011 and there have not been any drawbacks as a result of the service change.
- (b) The tools that TransitLive has provided Administration allow for a more efficient use of services. Budget spent on overtime, printing of schedules, and resources dedicated to Transit supervision have been able to be reduced, saving \$37,700 annually.
- (c) Increases in ridership and revenue as a result of the AVL technology have been allocated to pay for the trial. The addition of an AVL system for customers has generally increased ridership by an estimated 2.5 per cent, which resulted in \$135,500.00 in additional revenue each year. In 2012, ridership has increased 10 per

cent (as of September 2012). Although the overall increase in ridership can not be exactly expressed, below are the assumptions that make up for the growth in ridership.

<b>Transit Ridership</b>	
<b>Reason</b>	<b>Percent Increase</b>
City Population Growth	3%
TransitLive	2.5%
Increased Private Vehicle Costs	2%
New Communication Tools	1%
R-Card 31 Day Pass	1%
New Services	.5%
<b>Total</b>	<b>10%</b>

Table 1 – Ridership Growth in 2012

No new funding is required to fund the AVL Trial; however, Council approval is sought to reallocate funding within the Transit general operating budget to fund the costs relating to the extension of the AVL Trial.

#### Request for Proposals for Permanent AVL System

Due to the benefits an AVL system provides to users of Regina's transit system and the additional information and efficiencies an AVL system can provide to the Transit Operations Branch, the Administration is recommending that the City obtain a permanent AVL system.

In addition to the real-time information that can be provided to transit-users to improve their transit use, the present AVL technology provides the following benefits for Transit operations:

- (a) It allows the dispatch area to have a snapshot of system performance at any moment in time. The manual task of checking to see if buses are late, early, or on time can be done by looking at a summary screen and supervisors can react to situations immediately and reallocate resources accordingly;
- (b) Each bus has a display screen for the operator that indicates the current time and how late/early the bus is at any time, based on the schedule. The operator can then adjust their driving based on the output on the display. On time performance is key to customer satisfaction;
- (c) The AVL system acts as a communication tool with dispatch to alert dispatch to any equipment concerns or if immediate assistance is required. Dispatch can also send customizable messages to an individual bus, route or the entire fleet to be viewed on this screen; and
- (d) The AVL system tracks historic bus movements and that information can be recalled at a later date. This means that concerns received from the public about excessive speed or dwell times can be investigated, validated, and resolved quickly with supporting data readily available.

In addition to the operational benefits, a permanent AVL system is estimated to increase transit ridership by another one per cent as it provides additional opportunities to increase marketing to

residents that do not currently use the City's transit system. The increased ridership will result in increased revenues.

In addition to the ridership revenue increase, a permanent AVL system will have the ability to sell advertising space throughout various platforms. The information screens that are present at the Transit Information Centre and the University of Regina provide a display for advertising on a rotating basis. Current tests with advertising have worked well and advertising options will begin to be explored in the extended AVL Trial, which will be a part of the RFP requirements list. It is estimated that a permanent AVL system will increase advertising revenues by \$25,000.00 per year.

The City is required by its trade treaty obligations to undertake a public procurement process to obtain a more permanent solution and the AVL Trial currently in process has enabled the City to test and refine its requirements list for an eventual purchase of a permanent system. The extension of the AVL Trial for an additional nine (9) months will permit the City to finalize its requirements list and complete an RFP process such that a permanent solution can be found without affecting transit systems users with a break in service from the current trial systems that are in place. The City will be preparing an RFP to solicit qualified proposals that can offer a permanent AVL system that can meet an annual budget of between \$375,000.00 and \$400,000.00.

## RECOMMENDATION IMPLICATIONS

### Financial Implications

The cost of an extension of the AVL Trial is \$28,800.00 per month for 106 conventional Transit buses, or an additional total of \$259,200.00. This sum requested on an annual basis is \$345,600.00 (\$28,800.00 per month for 12 months) which was the cost of the original 12 month AVL Trial.

The funding proposed for the AVL Trial and extension of the AVL Trial will not require new or additional funding as adjustments and service efficiencies were made to reallocate existing budget within Transit.

### Environmental Implications

**Transit ridership has increased 10% so far in 2012. Of the 10% increase in ridership, AVL technology is estimated to have increased ridership by 2.5%, which equals over 87,000 additional trips from January to September 2012 on the bus system. Transit is an important contributor to better air quality and prevention of climate change. The**

**additional trips taken on transit reduce the amount of congestions on our streets and reduce the amount of single car trips taken in the City. With AVL technology taking some of the guesswork in taking transit, this trend will continue.**

### Strategic Implications

Investing in AVL technology was a recommendation of the Transit Investment Plan. To trial this service, Administration strategically reallocated existing resources to benefit all customers of the



transit system. This innovation has not only increased ridership and revenues, but has also decreased our cost to deliver transit service. Further investigation and research of the benefits of an AVL system through the AVL Trial has led the Administration to believe that an investment in a permanent AVL system would be of benefit to the City and its transit users.

As an extensive research and development trial will have been completed prior to the City undertaking the procurement of a permanent solution, the City will be in a good position to see what the market has to offer, and to investigate other service options in order to choose the best solution for the City's needs.

#### Other Implications

None with respect to this report.

#### Accessibility Implications

The system being tested in the AVL Trial has a unique function that allows users to identify where conventional lowfloor buses are located in the system. Approximately 80 per cent of the transit fleet are low floor, and customers with the need for a lowfloor bus can easily identify their trip using the technology currently being tested. A requirement providing similar functionality will be sought from the market during the RFP process, but Regina Transit expects to have the entire fleet fully lowfloor accessible by 2016 with the bus fleet replacement program.

#### COMMUNICATIONS

As the AVL Trial is being undertaken for research and development purposes, this application has not been actively communicated to all residents and those that are considering bus service. A more aggressive marketing plan that promotes the use of the AVL technology will be developed should the program continue and a permanent solution be obtained.

#### DELEGATED AUTHORITY

The disposition of this report is within the authority of City Council.

Respectfully submitted,

COMMUNITY AND PROTECTIVE SERVICES COMMITTEE



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Linda Leeks, Secretary

December 17, 2012

To: His Worship the Mayor  
and Members of City Council

Re: Keith Knox Award

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**RECOMMENDATION OF THE COMMUNITY AND PROTECTIVE SERVICES  
COMMITTEE  
- DECEMBER 12, 2012**

That the youth category in the Municipal Heritage Awards be named The Keith Knox Award in honour of Keith Knox.

*COMMUNITY AND PROTECTIVE SERVICES COMMITTEE – DECEMBER 12, 2012*

The Committee adopted a resolution to concur in the recommendation contained in the report.

Councillors: John Findura, Jerry Flegel, Shawn Fraser, Mike O'Donnell and Barbara Young were present during consideration of this report by the Community and Protective Services Committee.

The Community and Protective Services Committee, at its meeting of December 12, 2012 considered the following report from the Municipal Heritage Advisory Committee:

RECOMMENDATION

That the youth category in the Municipal Heritage Awards be named The Keith Knox Award in honour of Keith Knox.

CONCLUSION

The exemplary commitment to civic volunteerism embodied in the life of the late Keith Knox will be appropriately recognized by naming the youth category of the City of Regina's Municipal Heritage Awards in his honour. Annually, citizens will be able to reflect on his amazing example of civic engagement. Keith's legacy of selfless volunteerism and active community building will be preserved and emulated.

BACKGROUND

The Municipal Heritage Awards Program recognizes individuals or organizations that have helped to enhance the quality of life in Regina through demonstrated commitment to the heritage of our community and sustainability. Awards are presented in nine categories. The Youth Award recognizes the special contribution of non-professionals under the age of 25. Council approved the addition of the Youth Award to the Municipal Heritage Awards in 2011.

At the June 4<sup>th</sup>, 2012 City of Regina Municipal Heritage Advisory Committee (MHAC) meeting it was suggested that the Youth Award be named to honour the memory and legacy of Keith

Knox. All MHAC members supported the idea as a suitable way to recognize the immense contribution of long-serving MHAC member Keith Knox, who passed away on May 6<sup>th</sup>, 2012.

## DISCUSSION

As a volunteer, Keith Knox either founded, helped establish, led, or belonged to the following:

- City of Regina Municipal Heritage Advisory Committee, (Vice-Chair and member, 1995-2012)
- City of Regina Transit Advisory Committee, (founding Chair)
- Saskatchewan History & Folklore Society Inc., (President)
- Heritage Regina, (founding member)
- Saskatchewan Architectural Heritage Society, (founding member)
- Saskatchewan Archaeological Society, (founding member)
- Regina Plains Museum, (President)
- Transport 2000 Saskatchewan, (President)
- Transport 2000 Canada, (member of the National Board of Directors)
- Regina Astronomical Society, (President)
- Regina Lyric Light Opera Society, (founding member )
- Biographies Regina, (founding member)
- Bell Barn Society of Indian Head, (founding member)
- Regina Male Voice Choir, (President and member for 52 years)
- Regina and District Old Timers' Association, (member)
- Heritage Canada Foundation, (Saskatchewan Governor)
- Canadian Aviation Historical Society, (member, Regina Chapter)
- Government House Historical Society, (member, Board of Directors)
- Claybank Brick Plant Historical Society, (member)
- Monarchist League of Canada, Saskatchewan Chapter, (Chair, Board of Directors)

Additionally, Keith Knox was awarded the Volunteer Recognition Medal from the City of Regina in 1985, the Silver Medal for Exceptional Service from the Monarchist League of Canada in 1985, the Saskatchewan Centennial Medal in 2005, and the Saskatchewan Volunteer Medal in 2006. He was strongly committed to each of those organizations. His obituary, which appeared in the May 8<sup>th</sup>, 2012 *Leader-Post*, noted that: "Indeed, just two days before he (Keith) died he suggested he should attend a May 7 meeting (of the Municipal Heritage Advisory Committee) to discuss the preservation of Regina's historic Davin fountain."

The success and continued contribution to our city's heritage, scientific and cultural fabric made by the organizations listed above is a testament to the value of Keith's volunteer commitment. Much of the City's social infrastructure is held together by the selfless dedication of volunteers like Keith Knox. It is hoped that by naming the Youth Award in his honour, a valuable role model will be available for other civic volunteers to emulate.

It is suggested that the naming of the Youth Award in honour of Keith Knox be formally announced at the February 2013 Municipal Heritage Award ceremony.

## RECOMMENDATION IMPLICATIONS

### Financial Implications

Each of the Municipal Heritage Award recipients receives a framed certificate. The costs associated with the awards ceremony are allocated in the operating budget of the Planning and Sustainability Department.

### Environmental Implications

None with this report.

### Strategic Implications

The Municipal Heritage Awards program responds to the City's Vision and its Priority of managing growth and community development, by contributing to the recognition and promotion of initiatives that conserve, utilize, enhance or commemorate Regina's historic built and cultural environment. By honouring Keith Knox, an individual who demonstrated such exceptional commitment to the City, and by linking his legacy with youth who may be embarking on a similar level of engagement with the City's heritage, the City will help foster a new generation of civic volunteers.

### Accessibility Implications

None with this report.

## COMMUNICATIONS

Award recipients will be invited to attend an awards presentation ceremony, which will be held in February of 2013. The names of the award recipients are published in a public service announcement, listed on the City's website and advertised in the Regina *Leader-Post*. The Knox family is supportive of the initiation of the Keith Knox Award (see attached). As well, all MHAC members fully support the naming of the award in Keith's honour.

## DELEGATED AUTHORITY

City Council has authorized the Municipal Heritage Advisory Committee to select Award recipients, however changes to award categories require City Council approval.

Respectfully submitted,

COMMUNITY AND PROTECTIVE SERVICES COMMITTEE



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Linda Leeks, Secretary

3203 - 4550 10<sup>th</sup> Ave.  
Regina, SK. S4T 7X1  
June 25, 2012

Mr. Don Black  
Committee Chair  
Municipal Heritage Advisory Committee

Dear Don,

I was very pleased when you told me, in person, the Municipal Heritage Advisory Committee would like to name the youth category of the MHAC awards in honour of Keith Knox.

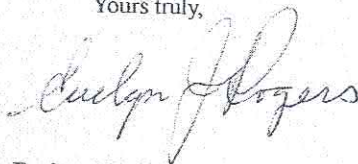
The untimely passing of my brother was a great loss not only to us, his immediate family, but to his extended family in the world of heritage preservation.

Keith was passionate in his endeavours to learn, inform, promote and inspire others to be interested in heritage especially local history.

We, his family, know he would have felt a little embarrassed to have this award named after him but, at the same time, he would have been delighted.

Please pass on our sincere thanks to the Municipal Heritage Advisory Committee for remembering Keith's legacy in this way.

Yours truly,

A handwritten signature in cursive script, appearing to read 'Evelyn J. Rogers'.

Evelyn J. Rogers (nee Knox)

also Keith's sons

James Knox, Rob Knox and families

December 17, 2012

To: His Worship the Mayor  
and Members of City Council

Re: Advanced Approval for Capital Projects

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**RECOMMENDATION OF THE EXECUTIVE COMMITTEE  
- DECEMBER 12, 2012**

That advance approval of \$24,053,000 be provided for the 2013 General Capital Projects and \$6,000,000 be provided for the 2013 Utility Capital Projects as detailed in the body of this report.

*EXECUTIVE COMMITTEE – DECEMBER 12, 2012*

The Committee adopted a resolution to concur in the recommendation contained in the report.

Mayor Michael Fougere, Councillors: Bryon Burnett, John Findura, Jerry Flegel, Shawn Fraser, Bob Hawkins, Terry Hincks, Wade Murray, Mike O'Donnell and Barbara Young were present during consideration of this report by the Executive Committee.

The Executive Committee, at its meeting held on December 12, 2012, considered the following report from the Administration:

RECOMMENDATION

That advance approval of \$24,053,000 be provided for the 2013 General Capital Projects and \$6,000,000 be provided for the 2013 Utility Capital Projects as detailed in the body of this report.

CONCLUSION

The 2013 General Capital and Utility Budgets will not be approved until February of 2013. As a result, the Administration is requesting advance approval from Committee and City Council for a certain portion of the Capital Program to allow deadlines with respect to the projects to be achieved. The specific advance approval requested totals \$24,053,000 about 29.30% out of a total \$82,095,000 from 2013 in the 2013 – 2017 General Capital Program. Funding sources for the General Capital projects are as follows: \$11,181,000 Current Contributions to Capital; \$72,000 Servicing Agreement Fees; \$7,337,000 Federal Gas Tax Grant; \$1,453,000 Provincial-Territorial Base Fund; and \$4,010,000 Civic Fleet Equipment Reserve.

The specific advance approval also requests a total of \$6,000,000 or about 15.37% out of a total \$39,030,800 from 2013 in the 2013 – 2017 Utility Capital Program. The funding source for this request is the General Utility Reserve.

## BACKGROUND

The purpose of this report is to request advance approval for certain capital projects. The 2013 – 2017 Capital Program for both General and Utility Capital will be submitted for consideration by Committee and Council in January 2013.

2011's budgets were approved January 18, 2011. 2012's budgets were approved December 12, 2012. Consequently, advance approval for capital projects was not required. We have slowed down our budget process for 2013 in order to ensure that a newly elected Council has the time to review and reflect on the Administration's 2013 budget proposals. As a result, advance approval for some projects is required this year, but will not be needed in the future as we return to an earlier approval timeline.

Certain projects require advance approval in order to enable the project to be initiated prior to final approval of the capital program. Advance approval is requested where lead-time is required to allow the project to be designed or tendered for construction early in the spring or summer, equipment or other supplies must be ordered to meet certain deadlines, or the timing of the project requires an early start to be completed by the end of the year.

## DISCUSSION

Each year City Council adopts a five-year capital program. The 2013 – 2017 General Capital and Utility Capital Programs have not been finalized for submission to Committee and City Council. Based on the current plans for the 2013 budget process, the 2013 – 2017 Utility Capital Program will likely be submitted to Committee or City Council in January 2013 in order to obtain approval by the end of February 2013.

In the proposed 2013 – 2017 Capital Program, the total General Capital Program for 2013 is projected to be \$82,095,000 and the Utility Capital Program for 2013 is \$39,030,800.

Through the 2013 Budget development process, the Administration has been working to prioritize the capital program in the context of City Council's Vision. Projects have been included in this advance approval request where early approval is required to meet seasonal construction or delivery demands and where:

- a portion of the funding is from non-mill rate supported revenue sources such as the Utility Reserve, the Civic Fleet Reserve, Federal infrastructure grant programs, servicing agreement fees; or
- the project has been determined to be in the highest priority of projects included in the draft 2013 Capital Program.

The specific projects within the General Capital Program where advance approval is requested total \$24,053,000. This represents about 29.30% of the program for 2013 included in the 2013 – 2017 General Capital Program. The specific projects within the Utility Capital Program where advance approval is requested total \$6,000,000, or about 15.57% of the program for 2013 included in the 2013 – 2017 Utility Capital Program.

The projects from the 2013 General Capital Program that require advance approval are:

- \$15,643,000 for Street Infrastructure Renewal: This program funds planning, design, project co-ordination, and contract administration for street infrastructure renewal projects. Activities include project coordination; engagement of consultants and contractors to provide engineering, design, project management and construction services; co-ordination of street infrastructure projects with construction activities managed by other divisions or departments; and collection of data on the physical condition of roads. The program strengthens the street infrastructure which supports in our community public safety, economic development, commerce and industry, and the environment. Advanced approval will allow the Administration to initiate and award a construction tender early in 2013. This will help to minimize the project cost and will ensure that required resources are available for this project. In addition, advanced approval will allow the contractor to start the project early in the 2013 construction season thereby maximizing the probability that the contractor will be able to complete the required work by the end of the 2013 construction season. The funding sources for this capital expenditure are \$5,837,000 from the Gas Tax grant, \$9,353,000 from Current Operating Contributions to Capital and \$453,000 from the Provincial-Territorial Base Fund.
- \$3,660,000 for Civic Fleet Replacement: This capital program is concerned with the replacement of fleet assets that have reached or exceeded their useful life. In 2013, 77 vehicles and equipment units are planned for replacement. The proposed 2013 Capital Expenditure is \$5,838,900. Advance approval of \$3,660,000 is requested for the purchase of vehicles and equipment that are required for the start of the 2013 construction and maintenance season. This amount represents about 61% of the proposed 2013 civic fleet replacement budget. The breakdown is as follows: \$1,550,000 for one landfill compactor and one landfill dozer (maintenance contracts expire in July and November 2013, respectively), \$960,000 for three garbage trucks to replace existing trucks that are required for the front street program, \$370,000 for 12 turf/landscape units, and \$780,000 for 22 light trucks. It is necessary to proceed with these vehicle and equipment purchases in order to receive the units early enough in the year to avoid repair expenses on the units being replaced. The funding source for this capital expenditure is the Civic Fleet Replacement Reserve.
- \$2,500,000 for Smith Street Reconstruction (12<sup>th</sup> Avenue to 11<sup>th</sup> Avenue): To accommodate the Downtown Neighbourhood Plan, Transit required new bus routes on streets that do not have the structural capacity to carry the additional loading. This project addresses the need for additional structural capacity and accommodates operational needs for the City and external utility companies. In order to build additional structural capacity, the project also requires upgrades to domestic sewer, storm, water infrastructure, IT and communications infrastructure, and traffic signals. Landscaping and sidewalks will be enhanced to meet the new downtown guidelines. Advanced approval will allow the Administration to initiate and award a construction tender early in 2013. This will help to minimize the project cost and will ensure that required resources are available for this project. In addition advanced approval will allow the contractor to start the project early in the 2013 construction season thereby maximizing the probability that the contractor will be able to complete the required work by the end of the 2013 construction season. The funding sources for this capital expenditure are \$1,500,000 from Current Operating Contributions to Capital and \$1,000,000 from the Provincial-Territorial Base Fund.



- \$1,500,000 for Bridge Infrastructure Renewal (Argyle Overpass Bridge Rehabilitation): This program funds planning, design, project co-ordination, and contract administration for the City's roadway and pedestrian bridge infrastructure renewal projects. Typical major repairs/rehabilitation includes repairs to deteriorated sidewalks, deck surfaces and asphalt wearing surfaces, concrete barriers, expansion joints, safety curbs, slope protection, and the approaches on both ends of the deck. The program strengthens the bridge infrastructure which supports public safety, economic development, commerce and industry in our community and the environment. Advanced approval will allow the Administration to initiate and award a construction tender early in 2013. This will help to minimize the project cost and will ensure that required resources are available for this project. In addition advanced approval will allow the contractor to start the project early in the 2013 construction season thereby maximizing the probability that the contractor will be able to complete the required work by the end of the 2013 construction season. The funding sources for this capital expenditure are \$1,500,000 from the Federal Gas Tax Grant and \$1,000,000 from the Provincial-Territorial Base Fund.
- \$400,000 for the Outdoor Pools Program: The City owns and operates five outdoor pools which have all operated well past their expected lifecycles. Two of the five pools are 50 years old and the remaining three are 65 years old. The pools require significant capital investments (\$16.5 million over the next five years) to bring them to a condition deemed to be acceptable in relation to facilities management standards. The proposed 2013 Capital expenditure for Outdoor Pools is \$800,000. \$400,000 is requested in advance in order to proceed with hiring consulting expertise to further develop the outdoor pool strategy. It is desirable to proceed with consultant engagement in January such that the work coincides with the outdoor pool season. The work includes conceptual design and financing strategy development as well as community and user-group engagement. This partial funding will be sufficient to allow consulting engagement to proceed and deliver timely information for future budget development and implementation of the outdoor pool strategy. The funding sources for this capital expenditure are \$328,000 from Current Operating Contributions to Capital and \$72,000 from Servicing Agreement Fees – Parks.
- \$350,000 for Concrete Slipform Replacement Purchase: The current concrete slipform is over 25 years old and is nearing the end of its useful life. Advanced approval is requested in order to ensure delivery prior to commencement of the construction season in the spring of 2013. Operator orientation and training in advance of the construction season is necessary to ensure safe operation of this unit. Failure to secure the purchase of this unit prior to the 2013 construction season start will result in delays to service delivery on identified capital projects and potentially reduce our capability to deliver on commitments to the capital and maintenance distress program. Advanced approval will allow us the necessary time to initiate a tender, identify and evaluate vendor bid submissions, make an award to the successful vendor and be in a position to receive, commission and operate the slipform as intended at the start of the 2013 construction season. The funding source for this capital expenditure is the Civic Fleet Reserve.

The project from the 2013 Utility Capital Program that requires advance approval is:

- \$6,000,000 for South East Quadrant Detention (Victoria Avenue Interchange): This project is part three of three of the Glencairn Stormwater Management Improvement Projects. Upgrading the detention of the SE Quadrant in the Victoria Avenue and Highway #1 Interchange will improve the drainage level of service in the underpass. Advance approval is requested in order to allow for tendering in late January/early February. Tendering at this time will result in lower pricing and better selection of contractors bidding on the project. The tender documents have been prepared and the Purchasing Branch's approval is expected in early January 2013. Construction is anticipated to start in March/April of 2013. The funding source for this capital expenditure is the General Utility Reserve.

## RECOMMENDATION IMPLICATIONS

### Financial Implications

- \$24,053,000 of the projects are proposed to be funded in the 2013 General Capital Program. The funding sources for the General Capital projects are as follows: \$11,181,000 Current Contributions to Capital; \$72,000 Servicing Agreement Fees; \$7,337,000 Federal Gas Tax Grant; \$1,453,000 Provincial-Territorial Base Fund; \$4,010,000 Civic Fleet Equipment Reserve.
- \$6,000,000 of the projects are proposed to be funded in the 2013 Utility Capital Program. The funding source for the Utility Capital project is the General Utility Reserve.

### Environmental Implications

None related to this report.

### Strategic Implications

Advance approval is requested where lead-time is required to allow the project to be designed or tendered for construction early in the spring or summer, equipment or other supplies must be ordered to meet certain deadlines, or the timing of the project requires an early start to be completed by the end of the year.

### Other Implications

None related to this report.

### Accessibility Implications

None related to this report.

## COMMUNICATIONS

Individual projects will be pursued with communication and in consultation as necessary.

DELEGATED AUTHORITY

This report must be forwarded to City Council for approval.

Respectfully submitted,

EXECUTIVE COMMITTEE

A handwritten signature in cursive script that reads "Amber Smale".

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Amber Smale, A/Secretary

December 17, 2012

To: His Worship the Mayor  
and Members of City Council

Re: 2013 Community Investment Allocation to Committees

---

**RECOMMENDATION OF THE EXECUTIVE COMMITTEE  
- DECEMBER 12, 2012**

1. That City Council allocates \$3,391,100 for community investments in 2013 to the Community and Protective Services Committee to allow for community investments to be provided to funded agencies without delay.
2. That the 2013 community investment allocations to the Finance and Administration Committee and the Executive Committee be referred to the 2013 budget process.

*EXECUTIVE COMMITTEE – DECEMBER 12, 2012*

The Committee adopted a resolution to concur in the recommendation contained in the report.

Mayor Michael Fougere, Councillors: Bryon Burnett, John Findura, Jerry Flegel, Shawn Fraser, Bob Hawkins, Terry Hincks, Wade Murray, Mike O'Donnell and Barbara Young were present during consideration of this report by the Executive Committee.

The Executive Committee, at its meeting held on December 12, 2012, considered the following report from the Administration:

RECOMMENDATION

1. That City Council allocates \$3,391,100 for community investments in 2013 to the Community and Protective Services Committee to allow for community investments to be provided to funded agencies without delay.
2. That the 2013 community investment allocations to the Finance and Administration Committee and the Executive Committee be referred to the 2013 budget process.

CONCLUSION

The City's goal in providing assistance through community investment grants is to work in partnership with community organizations to build a sustainable community by investing in programs that have a measurable and meaningful economic, social, cultural, and environmental impact within our community.

The Community Planning & Development Division, through delegated authority from the Community and Protective Services Committee, provides financial support to community associations and organization that provide arts, cultural, recreation and community services along with organization that address social issues. Approval for the community investment allocation to the Community and Protective Services Committee is being requested in advance of the budget process to enable grant adjudication to take place as scheduled. Applications from community partner organizations, which are those organizations that receive core funding from the City (such as major cultural institutions like museums and galleries as well as social development organizations like Regina Education and Action on Child Hunger and the Food Bank), will be adjudicated and advised of funding decisions before January 15, 2013. This timing is important as it enables organizations to use City commitments to leverage funds from other sources as well as to respond to any changes in funding levels early in their business cycle. It also enables organizations to prepare to apply for major or minor grants by the February 22, 2013 deadline, with the knowledge of the level of funding approved through the community partner adjudication process.

The 2013 community investment allocations to the Finance and Administration Committee and the Executive Committee are outside the scope of this report. The determination and approval of the amount of community investment to be allocated to these committees will be managed through the 2013 budget process.

## BACKGROUND

The purpose of this report is to obtain approval for the allocation of community investment grant funds for 2013 to the Community and Protective Services Committee. The adjudication process for the new Community Investment Grants Program, approved by Council in 2012 for implementation in 2013, takes place early in the year, in alignment with the processes of other funding agencies. Certain organizations have historically received a portion of their funding early in the year and the Community and Protective Services Committee requires approval of its 2013 funding from City Council in order to exercise its delegated authority.

## DISCUSSION

The City provides annual funding to several organizations. The City of Regina works in partnership with the community to build a sustainable community by investing in projects, programs, and services that make a measurable, meaningful, economic, social, cultural, or environmental impact within our community.

The mandate of the community investment program is to fulfill a variety of community needs, with each Committee focusing on a different aspect of those needs. The Community Planning & Development Division, through delegated authority from the Community and Protective Services Committee, provides financial support to community associations and organization that provide arts, cultural, recreation and community services along with organization that address social issues. The community investment funding is made available to organizations either through a direct allocation or by application to a specific community investment program. The Finance and Administration Committee provides amounts for economic development and promotional purposes. The Executive Committee provides funding to the Regina Exhibition Association Limited/Evraz Place, Wascana Centre Authority, and the Regina Regional Opportunities Commission as well as for special events and sponsorship requests.

The uncommitted balance in the Regina Community Investment Reserve is projected to be \$832,200 at December 31, 2012, with the details by Committee as follows:

	Projected Balance Dec. 31, 2012	Recommended	
		Minimum	Maximum
Community and Protective Services Committee	\$ 419,600	\$ -	\$ 175,000
Finance and Administration Committee	147,400	-	25,000
Executive Committee	265,200	-	150,000
	<u>\$ 832,200</u>	<u>\$ -</u>	<u>\$ 350,000</u>

The projected balance in this reserve exceeds the recommended maximum amount. Given that the target minimums and maximums for each committee were newly established on September 17, 2012 and that a new Community Investment Grants Program will be implemented in 2013, no action is required at this time to rectify this situation. In 2013, the reserve balance will be reviewed and transfers will be recommended at that time, if necessary.

Each year the Committees face new requests or increased requests from organizations currently receiving funding. Those pressures are likely to continue for 2013.

Below is a summary table comparing the recommended 2013 community investment allocation with the approved 2012 budget for the Community and Protective Services Committee.

Community Investment Allocations		
	2012 Approved Budget	2013 Recommended Allocation
Community and Protective Services Committee	<u>\$ 3,391,100</u>	<u>\$ 3,391,100</u>

## RECOMMENDATION IMPLICATIONS

### Financial Implications

The proposed community investment grant allocation to the Community and Protective Services Committee of \$3,391,100 will be accommodated in the 2013 budget projections. The funding to support these community investments will be provided by general revenue such as, but not limited to, provincial revenue sharing grant, municipal property tax revenue, fees and charges revenue etc.

The 2013 community investment allocation for the Finance and Administration Committee and the Executive Committee will be managed through the 2013 budget process.

The uncommitted balance in the Regina Community Investment Reserve is projected to be \$832,200 at December 31, 2012, with the details by Committee as follows:

- \$419,600 Community and Protective Services Committee
- \$147,400 Finance and Administration Committee
- \$265,200 Executive Committee

The projected balance in this reserve exceeds the recommended maximum amount. Given that the target minimums and maximums for each committee were newly established on September 17, 2012 and that a new Community Investment Grants Program will be implemented in 2013, no action is required at this time to rectify this situation. In 2013, the reserve balance will be reviewed and transfers will be recommended at that time, if necessary.

#### Environmental Implications

None related to this report.

#### Strategic Implications

Future funding allocation for community investments should align with and advance the strategic priorities of managing growth and community development.

#### Other Implications

None related to this report.

#### Accessibility Implications

None related to this report.

#### COMMUNICATIONS

Executive Committee has requested Regina Exhibition Association Limited/Evraz Place, Regina Regional Opportunities Commission, and Wascana Centre Authority present their 2013 budget requirements to Executive Committee in January 2013.

The Finance and Administration Committee and the Community and Protective Services Committee both of which allocate community investment funds have processes in place to communicate with the groups or individuals involved.

#### DELEGATED AUTHORITY

This report addresses budget allocations and as such requires City Council approval. The authority for the community investments is delegated to the Committees within the funding level approved by City Council.

Respectfully submitted,

EXECUTIVE COMMITTEE



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Amber Smale, A/Secretary

December 17, 2012

To: His Worship the Mayor  
and Members of City Council

Re: Regina Appeal Board – Elected Official Board Appointments

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**RECOMMENDATION OF THE EXECUTIVE COMMITTEE  
- DECEMBER 12, 2012**

1. That Councillors Bob Hawkins, Wade Murray and Barbara Young be appointed to the Regina Appeal Board.
2. That all appointments be made effective December 18, 2012 with terms of office to December 31, 2013.
3. That members appointed continue to hold office for the term indicated or until their successors are appointed.

*EXECUTIVE COMMITTEE – DECEMBER 12, 2012*

The Committee adopted a resolution to concur in the recommendation contained in the report after amending recommendation #1 as follows:

1. That Councillors Bob Hawkins, Wade Murray and Barbara Young be appointed to the Regina Appeal Board.

Recommendation #4 does not need Council approval.

Mayor Michael Fougere, Councillors: Bryon Burnett, John Findura, Jerry Flegel, Shawn Fraser, Bob Hawkins, Terry Hincks, Wade Murray, Mike O'Donnell and Barbara Young were present during consideration of this report by the Executive Committee.

The Executive Committee, at its meeting held on December 12, 2012, considered the following report from the Administration:

RECOMMENDATION

1. That City Council appoint three members of Council to serve on the Regina Appeal Board.
2. That all appointments be made effective December 18, 2012 with terms of office to December 31, 2013.
3. That members appointed continue to hold office for the term indicated or until their successors are appointed.
4. That this report be forwarded to the December 17, 2012 City Council meeting.



## CONCLUSION

The appointment of elected members to boards and committees should be determined through a nomination process. All recommendations will be forwarded to City Council for approval.

## BACKGROUND

City Council, at its meeting held on November 19, 2012 approved the elected officials appointments to various boards and committees, however the appointments to the Regina Appeal Board were referred to the Executive Committee meeting in December.

Elected official appointments are required annually to fill vacancies on various committees. The purpose of this report is to facilitate appointments required for the remainder of 2012 and 2013 on the Regina Appeal Board.

## DISCUSSION

To facilitate the appointment process for 2012, a survey was circulated to all members to advise of the elected member vacancies and to acquire information on individuals interested in the vacancies. The list is based on the committee structure as at November 1, 2012.

The Regina Appeal Board is a quasi-judicial board consisting of three members of Council. The Board is governed through Bylaw 2005-4, The Regina Appeal Board Bylaw.

The Board is required to hear appeals in relation to:

- orders made pursuant to section 328 of *The Cities Act* in accordance with section 329 of the Act, unless another appeal body is specifically prescribed by bylaw;
- review the refusal or revocation of licences pursuant to Bylaw 9635, being *The Taxi Bylaw, 1994*, after providing the applicant or licensee with an opportunity to be heard;
- appeals of orders made pursuant to *The Regina Property Maintenance Bylaw* in accordance with that bylaw and section 329 of the Act; and
- review the refusal, suspension or revocation of licences pursuant to *The Licensing Bylaw*, after providing the applicant or licensee with an opportunity to be heard.
- appeals made pursuant to section 34 *The Weed Control Act* in accordance with section 34 of *The Weed Control Act*.

The Board typically holds hearings on a monthly basis unless the amount of appeals warrants additional hearings.

Unlike other quasi-judicial boards, when the Board does not have an appointed membership, all appeals are to be submitted to City Council to be heard and decisions rendered. Further, should appellants wish to challenge the decision of the Board, further appeals must be submitted to the courts, rather than the Saskatchewan Municipal Board.

During the annual elected officials appointment process, Councillor Wade Murray indicated a desire to continue to serve on the Board. Executive Committee will need to nominate two additional members of Council to serve.

#### RECOMMENDATION IMPLICATIONS

##### **Financial Implications**

None with respect to the recommendations of this report.

##### **Environmental Implications**

None with respect to the recommendations of this report.

##### **Strategic Implications**

Elected Official participation in various boards, committees and commissions is required to facilitate the decision making process of the City. Lack of membership on this Board would require all appeals to be submitted directly to City Council.

##### **Accessibility Implications**

None with respect to the recommendations of this report.

##### **Other Implications**

Section 65(c) of *The Cities Act* requires elected officials to participate in council committee meetings and meetings of other bodies to which they are appointed by Council.

#### COMMUNICATION PLAN


After the appointments are approved by City Council, a list of committee members will be communicated to all departments, the media, and other interested parties.

#### DELEGATED AUTHORITY

City Council approval is required to appoint elected officials to various boards, committees and commissions.

Respectfully submitted,

EXECUTIVE COMMITTEE



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Amber Smale, A/Secretary

December 17, 2012

To: His Worship the Mayor  
and Members of City Council

Re: Interim Payments – Regina Regional Opportunities Commission (RROC)

---

**RECOMMENDATION OF THE EXECUTIVE COMMITTEE  
- DECEMBER 12, 2012**

1. That the Deputy City Manager & CFO be directed to make payment of \$461,450 to the Regina Regional Opportunities Commission on January 1, 2013, based on 50% of their 2012 allocation.
2. That the determination of the 2013 Community Investment Allocation to RROC and any resulting subsequent payments be referred to the 2013 budget process.

*EXECUTIVE COMMITTEE – DECEMBER 12, 2012*

The Committee adopted a resolution to concur in the recommendation contained in the report.

Mayor Michael Fougere, Councillors: Bryon Burnett, John Findura, Jerry Flegel, Shawn Fraser, Bob Hawkins, Terry Hincks, Wade Murray, Mike O'Donnell and Barbara Young were present during consideration of this report by the Executive Committee.

The Executive Committee, at its meeting held on December 12, 2012, considered the following report from the Administration:

RECOMMENDATION

1. That the Deputy City Manager & CFO be directed to make payment of \$461,450 to the Regina Regional Opportunities Commission on January 1, 2013, based on 50% of their 2012 allocation.
2. That the determination of the 2013 Community Investment Allocation to RROC and any resulting subsequent payments be referred to the 2013 budget process.

CONCLUSION

It has been the practice of City Council to provide interim payments to RROC, based on their overall annual funding allocation. As part of the community investment process, RROC has been requested to provide a formal presentation to Executive Committee including their 2013 work plan and budget implications in order for the Committee to understand their community investment requirements.

## BACKGROUND

The 2013 General Operating Budget will not be approved by City Council until February 2013. Included in this budget will be the Community Investment Allocation to Executive Committee, which includes annual funding to RROC. RROC annually requests interim payments to allow them to meet their ongoing financial requirements. RROC was provided \$922,900 in annual funding in 2012.

## DISCUSSION

RROC's mandate is to: Create and implement an economic development strategy to grow and sustain prosperity in the Regina region; Encourage the retention, development, attraction and growth of business and tourism products and services for those who live, work, visit and invest in the Regina region; Market and promote the Regina region for business and tourism.

It has been the practice of City Council to provide interim payments to the Regina Regional Opportunities Commission. As part of the review of community investment processes, RROC is annually requested to provide a formal presentation to Executive Committee with their work plan and budget implications. An interim payment of 50% of their 2012 allocation provides cash flow support to the organization for their annual work plan since expenditures are incurred through their fiscal year commencing January 1.

Future funding approvals for RROC will be brought forward as part of the 2013 budget decisions. If a decision is made to reduce the budget allocation to RROC, this decision can be implemented by reducing the second payment typically provided on July 1, 2013.

## RECOMMENDATION IMPLICATIONS

### Financial Implications

As of the date of this report, the 2013 Community Investment Allocation for RROC has not been finalized. The Administration is asking for authorization to make payment of \$461,450 to RROC based on 50% of their 2012 ongoing operating funding of \$922,900. This interim payment is intended to provide cash flow support to RROC until such time that the 2013 General Operating Budget, which will include the 2013 Community Investment Allocation for RROC, has been approved by City Council.

### Environmental Implications

None with respect to this report.

### Strategic Implications

This funding supports the City's Vision and aligns with its Strategic Priorities of Managing Growth and Community Development.

### Other Implications

None with respect to this report.

Accessibility Implications

None with respect to this report.

COMMUNICATIONS


RROC will be advised of the decision of City Council.

DELEGATED AUTHORITY

The disposition of this report requires City Council approval.

Respectfully submitted,

EXECUTIVE COMMITTEE

A handwritten signature in cursive script that reads "Amber Smale".

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Amber Smale, A/Secretary

December 17, 2012

To: His Worship the Mayor  
and Members of City Council

Re: Interim Payments – Wascana Centre Authority

---

**RECOMMENDATION OF THE EXECUTIVE COMMITTEE  
- DECEMBER 17, 2012**

1. That the Deputy City Manager & CFO be directed to make payment of \$477,225 to Wascana Centre Authority on January 1, 2013, based on 25% of their 2012 allocation.
2. That the determination of the 2013 Community Investment Allocation to Wascana Centre Authority and any resulting subsequent payments be referred to the 2013 budget process.

*EXECUTIVE COMMITTEE – DECEMBER 12, 2012*

The Committee adopted a resolution to concur in the recommendation contained in the report.

Mayor Michael Fougere, Councillors: Bryon Burnett, John Findura, Jerry Flegel, Shawn Fraser, Bob Hawkins, Terry Hincks, Wade Murray, Mike O'Donnell and Barbara Young were present during consideration of this report by the Executive Committee.

The Executive Committee, at its meeting held on December 12, 2012, considered the following report from the Administration:

RECOMMENDATION

1. That the Deputy City Manager & CFO be directed to make payment of \$477,225 to Wascana Centre Authority on January 1, 2013, based on 25% of their 2012 allocation.
2. That the determination of the 2013 Community Investment Allocation to Wascana Centre Authority and any resulting subsequent payments be referred to the 2013 budget process.

CONCLUSION

It has been the practice of City Council to provide interim payments to Wascana Centre Authority, based on their overall annual funding allocation. As part of the community investment process, Wascana Centre Authority has been requested to provide a formal presentation to Executive Committee including their 2013 work plan and budget implications in order for the Committee to understand their community investment requirements.

## BACKGROUND

The 2013 General Operating Budget will not be approved by City Council until February 2013. Included in this budget will be the Community Investment Allocation to Executive Committee, which includes annual funding to Wascana Centre Authority. Wascana Centre Authority annually requests interim payments to allow them to meet their ongoing financial requirements. Wascana Centre Authority was provided \$1,908,900 in annual funding in 2012.

## DISCUSSION

Wascana Centre is a 930 hectare area in the heart of Regina, established by an act of the Saskatchewan Legislature, *The Wascana Centre Act*, in 1962. The Act united the Province of Saskatchewan, the City of Regina, and the University of Regina to form a separate corporate body, The Wascana Centre Authority.

The purpose of Wascana Centre Authority is to ensure that an area surrounding Wascana Lake in the City of Regina, known as Wascana Centre, be devoted to the: development of the seat of government; enlargement of educational opportunities; advancement of cultural arts; improvement of recreational facilities; conservation of the environment.

Wascana Centre includes the following parks: Candy Cane Park, Douglas Park, Goose Hill Park, Lakeshore Park, Wascana Park, and Waterfowl Park.

It has been the practice of City Council to provide interim payments to Wascana Centre Authority. As part of the review of community investment processes, Wascana Centre Authority is annually requested to provide a formal presentation to Executive Committee with their work plan and budget implications. An interim payment of 25% of their 2012 operating allocation provides cash flow support to the organization for their annual work plan since expenditures are incurred through their fiscal year commencing April 1.

Future funding approvals for Wascana Centre Authority will be brought forward as part of the 2013 budget decisions. If a decision is made to reduce the budget allocation to Wascana Centre Authority, this decision can be implemented by reducing the remaining payments which are typically provided on a quarterly basis.

## RECOMMENDATION IMPLICATIONS

### Financial Implications

As of the date of this report, the 2013 Community Investment Allocation for Wascana Centre Authority has not been finalized. The Administration is asking for authorization to make payment of \$477,225 to Wascana Centre Authority, based on 25% of their 2012 ongoing operating funding of \$1,908,900. This interim payment is intended to provide cash flow support to Wascana Centre Authority until such time that the 2013 General Operating Budget, which will include the 2013 Community Investment Allocation for Wascana Centre Authority, has been approved by City Council.

### Environmental Implications

None with respect to this report.

Strategic Implications

This funding supports the City's Vision and aligns with its Strategic Priorities of Managing Growth and Community Development and Strengthening Infrastructure and Managing Assets.

Other Implications

None with respect to this report.

Accessibility Implications

None with respect to this report.

COMMUNICATIONS

Wascana Centre Authority will be advised of the decision of City Council.

DELEGATED AUTHORITY

The disposition of this report requires City Council approval.

Respectfully submitted,

EXECUTIVE COMMITTEE



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Amber Smale, A/Secretary



December 17, 2012

To: His Worship the Mayor  
and Members of City Council

Re: Interim Payments – Regina Exhibition Association Limited (REAL – Evraz Place)

---

**RECOMMENDATION OF THE EXECUTIVE COMMITTEE  
- DECEMBER 12, 2012**

1. That the Deputy City Manager & CFO be directed to make payment of \$200,000 to the Regina Exhibition Association Limited on January 1, 2013, based on 50% of their 2012 allocation.
2. That the determination of the 2013 Community Investment Allocation to REAL – Evraz Place and any resulting subsequent payments be referred to the 2013 budget process.

*EXECUTIVE COMMITTEE – DECEMBER 12, 2012*

The Committee adopted a resolution to concur in the recommendation contained in the report.

Mayor Michael Fougere, Councillors: Bryon Burnett, John Findura, Jerry Flegel, Shawn Fraser, Bob Hawkins, Terry Hincks, Wade Murray, Mike O'Donnell and Barbara Young were present during consideration of this report by the Executive Committee.

The Executive Committee, at its meeting held on December 12, 2012, considered the following report from the Administration:

RECOMMENDATION

1. That the Deputy City Manager & CFO be directed to make payment of \$200,000 to the Regina Exhibition Association Limited on January 1, 2013, based on 50% of their 2012 allocation.
2. That the determination of the 2013 Community Investment Allocation to REAL – Evraz Place and any resulting subsequent payments be referred to the 2013 budget process.

CONCLUSION

It has been the practice of the City Council to provide interim payments to REAL – Evraz Place, based on their overall annual funding allocation. As part of the community investment process, REAL – Evraz Place has been requested to provide a formal presentation to Executive Committee including their 2013 work plan and budget implications in order for the Committee to understand their community investment requirements.

## BACKGROUND

The 2013 General Operating Budget will not be approved by City Council until February 2013. Included in this budget will be the Community Investment Allocation to Executive Committee, which includes annual funding to REAL – Evraz Place. REAL – Evraz Place annually requests interim payments to allow them to meet their ongoing financial requirements. REAL – Evraz Place was provided \$400,000 in annual funding in 2012.

## DISCUSSION

Regina Exhibition Association Limited manages, maintains and markets Evraz Place, a 102-acre site with several multi-purpose buildings worth more than \$40 million. REAL – Evraz Place is a non-profit volunteer organization that operates on an annual budget of \$9 million and employs approximately 100 full-time and more than 400 part-time staff.

It has been the practice of the Committee to provide interim payments to REAL – Evraz Place. As part of the review of community investment processes, REAL – Evraz Place is annually requested to provide a formal presentation to Executive Committee with their work plan and budget implications. An interim payment of 50% of their 2012 allocation provides cash flow support to the organization for their annual work plan since expenditures are incurred through their fiscal year commencing January 1.

Future funding approvals for REAL – Evraz Place will be brought forward as part of the 2013 budget decisions. If a decision is made to reduce the budget allocation to REAL – Evraz Place, this decision can be implemented by reducing the second payment typically provided on July 1, 2013.

## RECOMMENDATION IMPLICATIONS

### Financial Implications

As of the date of this report, the 2013 Community Investment Allocation for REAL – Evraz Place has not been finalized. The Administration is asking for authorization to make payment of \$200,000 to REAL – Evraz Place based on 50% of their 2012 ongoing operating funding of \$400,000. This interim payment is intended to provide cash flow support to REAL – Evraz Place until such time that the 2013 General Operating Budget, which will include the 2013 Community Investment Allocation for REAL – Evraz Place, has been approved by City Council.

### Environmental Implications

None with respect to this report.

### Strategic Implications

This funding supports the City's Vision and aligns with its Strategic Priorities of Managing Growth and Community Development and Strengthening Infrastructure and Managing Assets.

### Other Implications

None with respect to this report.

Accessibility Implications

None with respect to this report.

COMMUNICATIONS

REAL – Evraz Place will be advised of the decision of the Committee.

DELEGATED AUTHORITY

The disposition of this report requires City Council approval.

Respectfully submitted,

EXECUTIVE COMMITTEE

A handwritten signature in cursive script that reads "Amber Smale".

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Amber Smale, A/Secretary

December 17, 2012

To: His Worship the Mayor  
and Members of City Council

Re: Appointment to the Regina Regional Opportunities Commission (RROC)

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**RECOMMENDATION OF THE EXECUTIVE COMMITTEE  
- DECEMBER 12, 2012**

1. That Ms. Cari Lemieux be appointed for a three year term effective January 1, 2013 to December 31, 2015.
2. That Mr. Tony Coppola, Mr. Neil Donnelly and Mr. Edmund Bellegarde be appointed for two year terms effective January 1, 2013 to December 31, 2014.
3. That all members continue to hold office for the term indicated or until successors are appointed.

*EXECUTIVE COMMITTEE – DECEMBER 12, 2012*

The Committee adopted a resolution to concur in the recommendation contained in the report.

Mayor Michael Fougere, Councillors: Bryon Burnett, John Findura, Jerry Flegel, Shawn Fraser, Bob Hawkins, Terry Hincks, Wade Murray, Mike O'Donnell and Barbara Young were present during consideration of this report by the Executive Committee.

The Executive Committee, at the **PRIVATE** session of its meeting held on December 12, 2012, considered the following report from the Regina Regional Opportunities Commission:

RECOMMENDATION

On behalf of the Commission, it is recommended that the following appointments be approved to the Regina Regional Opportunities Commission as follows:

1. That Ms. Cari Lemieux be appointed for a three year term effective January 1, 2013 to December 31, 2015.
2. That Mr. Tony Coppola, Mr. Neil Donnelly and Mr. Edmund Bellegarde be appointed for two year terms effective January 1, 2013 to December 31, 2014.
3. That all members continue to hold office for the term indicated or until successors are appointed.

## CONCLUSION

The Nominating and Governance Committee established by Bylaw 2009-20 for recommendation of appointments to the Regina Regional Opportunities Commission has met to determine recommendations for the consideration of the Executive Committee and City Council. These nominations have been reviewed and approved by the Board for recommendation to Executive Committee and City Council. There are four positions on the Commission to be filled for 2013. The Commission is recommending the reappointment of three current members and the appointment of one new member. In accordance with Bylaw 2009-20, Part IV(13), some members appointed shall be appointed for a term up to three years.

## BACKGROUND

Bylaw 2009-20, The Regina Regional Opportunities Commission Bylaw, provides for a Nominating and Governance Committee comprised of five individuals including the Chairperson of RROC (Tony Coppola), the Vice Chair of RROC (James Rybchuk), the Mayor (Michael Fougere), and the chairperson appointed to each of the Audit and Finance Committee (Murad Al- Katib) and the Human Resources Committee (Vianne Timmons).

The role of the Nominating and Governance Committee is to complete a skills assessment and gap analysis of the current Board Directors and recommend to the Commission Board a slate of individuals to fill empty Board positions as well as recommendations for renewal of existing Board Directors. It is the responsibility of the Board to consider the Nominating Committee's recommendations and ultimately approve for recommendation to Executive Committee and City Council a slate of new and renewal candidates for formal appointment to the Regina Regional Opportunities Commission Board. The RROC Board, at their Board meeting of November 8, 2012, have completed this process and approved a motion recommending appointments to the Commission's Board for 2013.

The purpose of this report is to facilitate the appointments for 2013.

## DISCUSSION

The RROC Board is comprised of the Mayor or the City Manager as their designate, plus 10 independent citizen appointments from the Region.

The terms of the citizen members are one, two or three year appointments. At the end of 2012, the terms of three members will expire: Mr. Tony Coppola, Mr. Neil Donnelly and Mr. Edmund Bellegarde. A fourth member, Mr. Bud Van Iderstine, declined to renew his two year appointment, which also expires at the end of 2012.

The RROC Board is recommending the following new appointment to the Commission for a three year term effective January 1, 2013 and expiring December 31, 2015:

1. Ms. Cari Lemieux

The remaining six citizen members of the Commission who have terms continuing to December 31, 2013 and December 31, 2014 are:

- |                        |               |
|------------------------|---------------|
| 1. Mr. Rick Krieger    | December 2013 |
| 2. Mr. Murad Al-Katib  | December 2013 |
| 3. Ms. Vianne Timmons  | December 2013 |
|                        |               |
| 1. Ms. Rita Milenkovic | December 2014 |
| 2. Mr. Frank Hart      | December 2014 |
| 3. Mr. James Rybchuk   | December 2014 |

The RROC Board met on November 8, 2012, and approved the above recommendations as put forward by the Nominating and Governance Committee. Positions available with RROC are not advertised for by the City Clerk's Office.

### RECOMMENDATION IMPLICATIONS

#### Financial Implications

None with respect to this report.

#### Environmental Implications

None with respect to this report.

#### Strategic Implications

None with respect to this report.

#### Other Implications

None with respect to this report.

#### Accessibility Implications

None with respect to this report.

### COMMUNICATION PLAN

After City Council has finalized the appointments, the following communications will take place:

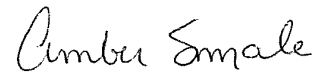
1. All applicants will be notified, in writing, of the outcome of their applications.
2. The incumbents who have finished their terms on the Board will be sent letters from the Mayor, on behalf of City Council, indicating appreciation for their service. These individuals and other committee members, who have completed their terms and will not be returning to serve a further term, will be invited to a recognition ceremony in the spring 2013, where each individual will be presented with a small plaque in recognition of their service.

DELEGATED AUTHORITY

This report requires the approval of City Council.

Respectfully submitted,

EXECUTIVE COMMITTEE

A handwritten signature in cursive script that reads "Amber Smale".

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Amber Smale, A/Secretary

December 17, 2012

To: His Worship the Mayor  
and Members of City Council

Re: Appointments to the Board of Directors for Regina Downtown BID

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**RECOMMENDATION OF THE EXECUTIVE COMMITTEE  
- DECEMBER 12, 2012**

1. That Mr. Steve Enns, Mr. Shawn Grice, Mr. Doug Kozak and Mr. Anthony Marquart be appointed as persons who are electors of the City or are employed in the District for terms effective January 1, 2013 and expiring December 31, 2015.
2. That Ms. Jamie Kilkenny, Mr. Dave Morhart and Ms. Aleana Young be appointed as persons who are electors of the City or are employed in the District for terms effective January 1, 2013 and expiring December 31, 2014.
3. That Mr. Garth Tomlinson be appointed as a person who is an elector of the City and is employed in the District for a term effective January 1, 2013 and expiring December 31, 2013.
4. That members continue to hold office for the term indicated or until successors are appointed.

*EXECUTIVE COMMITTEE – DECEMBER 17, 2012*

The Committee adopted a resolution to concur in the recommendation contained in the report.

Mayor Michael Fougere, Councillors: Bryon Burnett, John Findura, Jerry Flegel, Shawn Fraser, Bob Hawkins, Terry Hincks, Wade Murray, Mike O'Donnell and Barbara Young were present during consideration of this report by the Executive Committee.

The Executive Committee, at the **PRIVATE** session of its meeting held on December 12, 2012, considered the following report from the Board of Directors for Regina Downtown:

RECOMMENDATION

On behalf of the Nominating Committee, it is recommended that the following appointments be approved to the Board of Directors for Regina Downtown:

1. Mr. Steve Enns, Mr. Shawn Grice, Mr. Doug Kozak and Mr. Anthony Marquart be appointed as persons who are electors of the City or are employed in the District for terms effective January 1, 2013 and expiring December 31, 2015.



2. Ms. Jamie Kilkenny, Mr. Dave Morhart and Ms. Aleana Young be appointed as persons who are electors of the City or are employed in the District for terms effective January 1, 2013 and expiring December 31, 2014.
3. Mr. Garth Tomlinson be appointed as a person who is an elector of the City and is employed in the District for a term effective January 1, 2013 and expiring December 31, 2013.
4. Members continue to hold office for the term indicated or until successors are appointed.

## CONCLUSION

The Nominating Committee established by Bylaw 2003-80 for recommendation of appointments to the Board of Directors for Regina Downtown has met to determine recommendations for the consideration of the Executive Committee and City Council. There are eight positions on the Board to be filled for 2013. The Committee has reviewed all applications and is recommending the reappointment of five current members and the appointment of three new members.

## BACKGROUND

Bylaw 2003-80, The Regina Downtown Business Improvement District Bylaw, provides for a Nominating Committee comprised of five individuals including the Chairperson of the Board (Mr. Colin Perkowitsch), the Vice-Chairperson of the Board (Mr. Doug Kozak), a citizen member of the Board who is in the first year of a two year term (Mr. Mike Mamona), the City Council member on the Board (Councillor Michael Fougere) and the General Manager of Planning and Development, formerly "Director of Community Services" (Mr. Jason Carlston).

The role of the Nominating Committee is to recommend to the Executive Committee and City Council, the appointment of members to the Board of Directors for the Regina Downtown Business Improvement District (the Board). The purpose of this report is to facilitate the appointments for 2013.

## DISCUSSION

The Board is comprised of 13 members appointed by Council. The current composition of the Board includes a member of Council, and 12 other persons who are electors of the City or are employed in the District.

The terms of the citizen members are staggered appointments up to three years in length. At the end of 2012, the terms of eight members will expire: Mr. Dale Griesser, Mr. Doug Kozak, Mr. Garth Tomlinson, Mr. Steve Enns, Mr. David Cormican, Mr. Anthony Marquart, Ms. Tammy Beltrami and Mr. Shawn Grice. Under section 6 (4) of the Bylaw, Mr. Griesser is not eligible for reappointment to the Board.

The remaining four citizen members of the Board with terms continuing to December 31, 2013 are: Mr. Chad Haidey, Mr. Gerry Fischer, Mr. Michael Mamona and Mr. Colin Perkowitsch.

The Nominating Committee met on November 8, 2012, with the Executive Director of the Board in attendance to act as Secretary. The Committee reviewed the 23 applications received by the City Clerk's office through the advertising process. After reviewing the applications, the Nominating Committee is recommending the following appointments to the Board:

1. Mr. Steve Enns for a term effective January 1, 2013 and expiring December 31, 2015
2. Mr. Shawn Grice for a term effective January 1, 2013 and expiring December 31, 2015
3. Mr. Doug Kozak for a term effective January 1, 2013 and expiring December 31, 2015
4. Mr. Anthony Marquart for a term effective January 1, 2013 and expiring December 31, 2015
5. Ms. Jamie Kilkenny for a term effective January 1, 2013 and expiring December 31, 2014
6. Mr. Dave Morhart for a term effective January 1, 2013 and expiring December 31, 2014
7. Ms. Aleana Young for a term effective January 1, 2013 and expiring December 31, 2014
8. Mr. Garth Tomlinson for a term effective January 1, 2013 and expiring December 31, 2013

### RECOMMENDATION IMPLICATIONS

#### **Financial Implications**

None with respect to this report.

#### **Environmental Implications**

None with respect to this report.

#### **Strategic Implications**

Regina Downtown plays a key role in managing growth and community in the downtown area. Serving on the board provides citizens with the opportunity to be come involved in their community and its future. The time, effort and expertise members dedicate is invaluable and contributes significantly to Council's vision of an inclusive community.

#### **Other Implications**

None with respect to this report.

#### **Accessibility Implications**

None with respect to this report.

### COMMUNICATION PLAN

After City Council has finalized the appointments, the following communications will take place:

1. All applicants will be notified, in writing, of the outcome of their applications.
2. The incumbents who have finished their terms on the Board will be sent letters from the Mayor, on behalf of City Council, indicating appreciation for their service. These individuals and other committee members, who have completed their terms and will not be returning to serve a further term, will be invited to a recognition ceremony in the spring 2013 where each individual will be presented with a small plaque in recognition of their service.

DELEGATED AUTHORITY

This report requires the approval of City Council.

Respectfully submitted,

EXECUTIVE COMMITTEE

A handwritten signature in cursive script that reads "Amber Smale".

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Amber Smale, A/Secretary

December 17, 2012

To: His Worship the Mayor  
and Members of City Council

Re: Appointments to Regina's Warehouse Business Improvement District Board

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**RECOMMENDATION OF THE EXECUTIVE COMMITTEE  
- DECEMBER 12, 2012**

1. That Mr. David Froh, Mr. Bryan Miazga, Mr. Craik Wotherspoon, Ms. Maureen Harrison, Mr. Taylor Roadhouse, and Mr. JP Ellson be appointed as citizen members of the Regina Warehouse Business Improvement District Board for the term January 1, 2013 to December 31, 2014.
2. That members continue to hold office for the term indicated or until successors are appointed.

*EXECUTIVE COMMITTEE – DECEMBER 12, 2012*

The Committee adopted a resolution to concur in the recommendation contained in the report.

Mayor Michael Fougere, Councillors: Bryon Burnett, John Findura, Jerry Flegel, Shawn Fraser, Bob Hawkins, Terry Hincks, Wade Murray, Mike O'Donnell and Barbara Young were present during consideration of this report by the Executive Committee.

The Executive Committee, at the **PRIVATE** session of its meeting held on December 12, 2012, considered the following report from the Regina Warehouse Business Improvement District Board:

RECOMMENDATION

On behalf of the Nominating Committee, it is recommended that the following appointments be approved to Regina's Warehouse Business Improvement District Board for terms effective January 1, 2013 and expiring December 31, 2014:

1. Mr. David Froh, Mr. Bryan Miazga, Mr. Craik Wotherspoon, Ms. Maureen Harrison, Mr. Taylor Roadhouse, and Mr. JP Ellson be appointed as citizen members of the Regina Warehouse Business Improvement District Board for the term January 1, 2013 to December 31, 2014.
2. Members continue to hold office for the term indicated or until successors are appointed.

## CONCLUSION

The Nominating Committee established by Bylaw 2003-15 for recommendation of appointments to Regina's Warehouse Business Improvement District Board has met to determine recommendations for the consideration of the Executive Committee and City Council. There are six positions on the Board to be filled for 2013. The Committee has reviewed all applications and is recommending the reappointment of two current members and the appointment of four new members. Appointments are recommended for two year terms in accordance with the provisions of Bylaw 2003-15.

## BACKGROUND

Bylaw 2003-15, Regina's Warehouse Business Improvement District Bylaw, provides for a Nominating Committee comprised of the Chairperson of the Board, Mr. Bryan Miazga, The Vice Chairperson, Mr. James Dupuis, a Member of the Board who is in the first year of a two year term, Mr. James Youck, Mr. David Froh, the City Council member on the Board, Councilor Wade Murray and the City of Regina ex-officio member appointed to the Board, Mr. Jason Carlston. Mayor Michael Fougere is an ex-officio member of all Council committees and bodies established by Council.

The role of the Nominating Committee is to recommend to the Executive Committee and City Council, the appointment of members to Regina's Warehouse Business Improvement District Board (the Board). The purpose of this report is to facilitate the appointments for 2013.

## DISCUSSION

The Board is comprised of 11 members appointed by Council. The current composition of the Board includes a member of Council, one citizen to represent the district residents and nine other citizens at large.

The terms of the citizen members are staggered two-year appointments. At the end of 2012, the terms of four members will expire: Mr. David Froh, Mr. Bryan Miazga, Mr. Robert Deglau, and Mr. Larry Raynard. Mr. Deglau and Mr. Raynard have reached the end of their appointment eligibility. Resignations have been received from Ms. Janet Baker and Ms. Colleen Ottenbreit.

The remaining four citizen members of the Board with terms continuing to December 31, 2013 are: Mr. James Dupuis, Mr. Richard Jankowski, Mr. James Youck, and Mr. Owen McNamara.

The Nominating Committee met via email on December 3, 2012 with James Youck, James Dupuis, David Froh, Bryan Miazga participating, and Audrey Price acting as Secretary. The Committee reviewed the 14 applications received by the City Clerk's office through the advertising process.

After reviewing the applications, the Nominating Committee is recommending the following appointments to the Board for terms effective January 1, 2013 and expiring December 31, 2014:

1. David Froh
2. Bryan Miazga
3. Maureen Harrison
4. Craik Wotherspoon (Residential Rep)
5. Taylor Roadhouse
6. JP Ellson

## RECOMMENDATION IMPLICATIONS

### **Financial Implications**

None with respect to this report.

### **Environmental Implications**

None with respect to this report.

### **Strategic Implications**

Regina's Warehouse Business Improvement District plays a key role in managing growth and community in the warehouse area. Serving on the board provides citizens with the opportunity to be come involved in their community and its future. The time, effort and expertise members dedicate is invaluable and contributes significantly to Council's vision of an inclusive community.

### **Other Implications**

None with respect to this report.

### **Accessibility Implications**

None with respect to this report.

## COMMUNICATION PLAN

After City Council has finalized the appointments, the following communications will take place:

1. All applicants will be notified, in writing, of the outcome of their applications.
2. The incumbents who have finished their terms on the Board will be sent letters from the Mayor, on behalf of City Council, indicating appreciation for their service. These individuals and other committee members, who have completed their terms and will not be returning to serve a further term, will be invited to a recognition ceremony in spring of 2012, where each individual will be presented with a small plaque in recognition of their service.

## DELEGATED AUTHORITY

This report requires the approval of City Council.

Respectfully submitted,

EXECUTIVE COMMITTEE



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Amber Smale, A/Secretary

December 17, 2012

To: His Worship the Mayor  
and Members of City Council

Re: Citizen and Organizational Appointments to Committees for 2013

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**RECOMMENDATION OF THE EXECUTIVE COMMITTEE  
- DECEMBER 12, 2012**

1. That the appointments be determined for citizen representatives on the committees outlined in Appendix A with terms of office effective January 1 to December 31, 2013 unless otherwise noted.
2. That the nominees of the organizational representatives on the remaining committees outlined in the attached chart be appointed for terms of office effective January 1 to December 31, 2013 unless otherwise noted.
3. That Mr. Bob Linner and Mr. Bob Watt be re-appointed as the citizen members on the Civic Employees' Long Term Disability Plan Administrative Board and the Civic Employees' Superannuation and Benefit Plan, Administrative Board for a term expiring December 31, 2013.
4. That the members appointed to each board, commission and committee continue to hold office for the term indicated for each vacancy or until their successors are appointed.

*EXECUTIVE COMMITTEE – DECEMBER 12, 2012*

The Committee adopted a resolution to concur in the recommendation contained in the report.

Mayor Michael Fougere, Councillors: Bryon Burnett, John Findura, Jerry Flegel, Shawn Fraser, Bob Hawkins, Terry Hincks, Wade Murray, Mike O'Donnell and Barbara Young were present during consideration of this report by the Executive Committee.

The Executive Committee, at the **PRIVATE** session of its meeting held on December 12, 2012, considered the following report from the City Clerk:

RECOMMENDATION

1. That the appointments be determined for citizen representatives on the committees outlined in Appendix A with terms of office effective January 1 to December 31, 2013 unless otherwise noted.
2. That the nominees of the organizational representatives on the remaining committees outlined in the attached chart be appointed for terms of office effective January 1 to December 31, 2013 unless otherwise noted.

3. That Mr. Bob Linner and Mr. Bob Watt be re-appointed as the citizen members on the Civic Employees' Long Term Disability Plan Administrative Board and the Civic Employees' Superannuation and Benefit Plan, Administrative Board for a term expiring December 31, 2013.
4. That the members appointed to each board, commission and committee continue to hold office for the term indicated for each vacancy or until their successors are appointed.

### CONCLUSION

The attached chart summarizes the 2013 vacancies for citizens and organizational representatives on committees. The chart includes nominations received from organizations and the Citizen Application Manual includes information on all candidates for citizen vacancies on committees. The summary pages in the Manual include details on current members seeking re-appointment and any special qualifications for each committee.

### BACKGROUND

Pursuant to Section 4 of City Council's Procedure Bylaw 9004, the process for filling vacancies on City boards, commissions and committees has been initiated. The purpose of this report is to facilitate the appointment of citizen and organization representatives to committees for 2013 and to address any outstanding matters related to the appointments.

### DISCUSSION

The following information is provided on activities that have been carried out in preparation for the consideration of 2013 appointments and on any related matters.

#### **A. Citizen Appointments:**

1. Advertisements inviting interested citizens to apply for positions on boards, commissions and committees were placed in the Leader Post and Sun for two consecutive weekends beginning September 29, 2012. The deadline for applications was noted as October 12, 2012. A second advertisement was made for the Board of Police Commissioners, Youth Advisory Committee and Wascana Creek Watershed Advisory Committee due to missed information on the original ad, lack of applicants, and changing an elected official appointment to a citizen appointment. This advertisement was placed on November 17 and 24, 2012 with a deadline for applications of November 30, 2012.
2. Electronic notification was sent to all citizen representatives whose terms of office will expire as of December 2012. These individuals were requested to advise of their interest in re-applying for their positions. Where individuals did not advise of their intentions, the Office of the City Clerk contacted them by phone to follow up.
3. The Citizen Application Manual contains all citizen applications received to date for 2013 appointments with the exception of applications for the following committees:
  - a) Board of Directors of Regina Downtown – These applications were forwarded to the Nominating Committee for review in accordance with Bylaw 2003-80.



- b) Regina's Warehouse Business Improvement District Board – These applications were forwarded to the Nominating Committee for review in accordance with Bylaw 2003-15.
- c) Regina Regional Opportunities Commission – Vacancies for this Commission are not advertised by the City.

Separate reports and/or communications will be submitted to facilitate the remaining above appointments.

- 4. Other Information Related to Committee Appointments: Board of Police Commissioners, Regina Public Library, and Regina Airport Authority applications were provided electronically to members of Council. Executive Committee is required to nominate individuals for City Council consideration. With regards to the Regina Airport Authority, Council should be aware the authority to appoint members belongs to the Regina Airport Authority and Council may only nominate individuals. Individuals nominated may not be Elected Officials or employed by any level of government.

When considering applicants for the Board of Police Commissioners, Council should be aware that at least one citizen representative must be of aboriginal descent.

- a) The structure for the Civic Employees' Long Term Disability Plan Administrative Board and the Civic Employees' Superannuation and Benefit Plan, Administrative Board includes six employer representatives with two persons to be appointed by the City Manager and four persons to be appointed by Council, one of whom shall be a person nominated by the Regina Qu'Appelle Health Region. In addition to the health board representative, Council has traditionally included a member of the Finance and Administration Committee, and two citizens. For 2012, City Council appointed Bob Linner and Bob Watt as the citizen members. Based on this recent decision of Council, both individuals are again being proposed as the citizen representatives on both boards for a further one year term expiring December 31, 2013.
- 5. In accordance with Council's decision on January 26, 2009 regarding the Committee Structure Review, nominating committees were established for all advisory committees and departmental consultative groups consisting of representatives from the City Clerk's Office, the Committee Chair, the Councillor Liaison (if one exists), the Main Committee Chair and members of the Administration with regards to departmental consultative groups. It should be noted that Committee Chairs of the Advisory Committees were asked for their suggestions on the applications received and were excused from the remainder of the meeting as in many cases the Committee Chair had also submitted an application for review and there may have been a perception of bias had the applicant remained in the room. This practice also ensures all applicants receive the decision of Council at the same time. Review of the applications was conducted November 13 to December 6, 2012. The nominating groups were as follows:
    - a) Accessibility Advisory Committee - Councillor Mike O'Donnell, Main Committee Chair, Councillor John Findura, Council Liaison, and Linda Leeks, Committee Assistant.

- b) Arts Advisory Committee –Councillor Mike O’Donnell, Main Committee Chair, Councillor Bob Hawkins, Council Liaison, Terry Madole current Chair of the Arts Advisory Committee and Linda Leeks, Committee Assistant.
- c) Board of Revision – Mayor Michael Fougere, Don Molesky, current Chair of the Board of Revision and Mavis Torres, Committee Assistant.
- d) Community Services Advisory Committee – Councillor Mike O’Donnell, Main Committee Chair and Council Liaison, Rebecca Berthiaume, current Chair of the Community Service Advisory Committee and Mavis Torres, Committee Assistant.
- e) Crime Prevention Advisory Committee – Councillor Mike O’Donnell, Main Committee Chair, Collin Pullar, current Chair of the Crime Prevention Advisory Committee and Todd Blyth, Committee Assistant.
- f) Development Appeals Board – Mayor Michael Fougere, Brian Harris, current Chair of the Board and Elaine Gohlke, Committee Assistant.
- g) Environment Advisory Committee – Councillor Sharron Bryce, Main Committee Chair, Councillor Shawn Fraser, Council Liaison, Jocelyn Crivea current Chair of the Environment Advisory Committee and Elaine Gohlke, Committee Assistant.
- h) Youth Advisory Committee – Mayor Michael Fougere, Mike O’Donnell, Main Committee Chair, and Mavis Torres, Committee Assistant.

**B. Organizational Appointments:**

- 1. Letters were sent to all organizations that have representatives whose terms of office will expire as of December 2012. These organizations were requested to advise by November 30, 2012 of their nominations for the upcoming term.

**C. Other Information on Committees:**

**1. Annual Reports from Advisory Committees:**

In November 2004, City Council’s Procedure Bylaw was amended to include a requirement for annual reports from advisory committees. Section 8 (b) of Schedule “A” of Bylaw 9004 reads as follows:

- 8. Advisory Committees shall:
  - (a) provide an annual report to their standing committee reviewing the activities of the advisory committee, over the past year, together with a recommendation on the need to continue the advisory committee.

With the change to the Committee Structure in 2009, Advisory Committees are now required to develop annual work plans that are approved by City Council in advance. Advisory Committees that were in effect for 2012 will provide annual reports on their work plans by the first quarter of 2013. As a committee structure review will occur in the first half of 2013, Advisory Committees are encouraged to continue to complete items on their current work plans. Once the review is

completed, recommendations will be implemented and work plans for 2013 and beyond will be created.

#### **D. Process for Determining Appointments:**

A chart outlining the vacancies on all committees with the appointment terms is attached as Appendix “A”. The Citizen Application Manual should be referenced for detailed information on applicants. The summary pages of the Citizen Application Manual provide any specific qualifications which may be required. Executive Committee will be required to nominate individuals for the Board of Police Commissioners, Regina Airport Authority and the Regina Public Library Board.

The following process is recommended for determining appointments:

1. Committees with citizen appointments by way of a nomination committee should be confirmed in the order listed.
2. Nominations for citizen appointments should be accepted by the Chairperson on the three committees listed above.
3. If the number of citizens nominated for a committee is greater than the number of vacancies available, a vote should be held by secret ballot.
4. The Chairperson should then entertain a motion to recommend appointment of either the members nominated or the members selected by secret ballot, for the term specified.
5. The organizational nominees should be reviewed. A motion is required to recommend the nominees for the terms specified.

#### RECOMMENDATION IMPLICATIONS

##### Financial Implications

There are no financial implications associated with the recommendations of this report.

##### Environmental Implications

There are no other implications associated with the recommendations of this report.

##### Strategic Implications

Serving on a committee of Council is both a privilege and means for the public to communicate with Council on behalf of the community. The time, effort and expertise members dedicate to committees of Council is invaluable and contributes significantly to Council’s vision.

##### Other Implications

There are no other implications associated with the recommendations of this report.

### Accessibility Implications

There are no other implications associated with the recommendations of this report.

### COMMUNICATIONS

After City Council has finalized the appointments, the following communications will take place:

1. All applicants will be notified in writing of the outcome of their applications.
2. Organizations and their appointees will be notified in writing.
3. Any incumbents who have chosen not to apply for re-appointment will be sent letters from the Mayor, on behalf of City Council, indicating appreciation for their service. These individuals and other committee members who have completed their terms and will not be returning to serve a further term, will be invited to a recognition ceremony where each individual will be presented with a small plaque in recognition of their service. This ceremony will be included with the annual committee reception.
4. All members on committees for 2012 will be invited to the committee reception. This program is arranged annually to provide committee members with the opportunity to meet informally with members of City Council, other committee members, and the Administration. This event is held annually in the spring.
5. An orientation will be held early in the year for new committee members. This session provides information on committee meetings, agendas, the Procedure Bylaw and related matters. The orientation also includes a review of committee and administrative structures and how to access information on other committees.
6. Any new citizen members appointed to the Board of Police Commissioners will be asked to complete the citizen police academy training course.

### DELEGATED AUTHORITY

Appointments to Boards, Commissions and Committees requires City Council approval.

Respectfully submitted,

EXECUTIVE COMMITTEE



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Amber Smale, A/Secretary

## Appendix "A"

2013 APPOINTMENTS TO BOARDS, COMMISSIONS AND COMMITTEES					December 17, 2012	
BOARD, COMMISSION OR COMMITTEE	CITIZEN APPOINTMENTS	TERM	ORGANIZATION NOMINEES	TERM		
Accessibility Advisory Committee	1. Sandra Palandri 2. Jacqueline Tisher 3. Jennifer Cohen 4. Richard Harmon 5. Michael Richter	Dec. 2014 Dec. 2014 Dec. 2015 Dec. 2015 Dec. 2015	CARRIED			
Arts Advisory Committee	1. Adam W. Martin 2. Kerri Senkow	Dec. 2015 Dec. 2015	CARRIED			
Board of Police Commissioners	1. Gordon Selinger 2. Vic Pankratz	Dec. 2013 Dec. 2013	CARRIED			
Board of Revision	1. Michael Brassard 2. Cyril Kesten 3. Joanne Moser 4. Stella Dechaine 5. Sheila F. Hart 6. Don Molesky	Dec. 2014 Dec. 2014 Dec. 2014 Dec. 2015 Dec. 2014 Dec. 2015	CARRIED			
Civic Employees' Long Term Disability Plan Administrative Board	1. Bob Linmer 2. Bob Watt	Dec. 2013 Dec. 2013	CARRIED (Regina Qu'Appelle Health Region)	Dec. 2013		
Civic Employees' Superannuation and Benefit Plan, Administrative Board	1. Bob Linmer 2. Bob Watt	Dec. 2013 Dec. 2013	CARRIED (Regina Qu'Appelle Health Region)	Dec. 2013		
Community Leaders' Advisory Committee			CARRIED 1. Dick Carter (Crown Investments Corporation) 2. Darcy Dietrich (Regina Open Door Society) 3. (Government of Saskatchewan) 4. Larry Hiles (Regina Regional Opportunities Commission) 5. Keith Dewar (Regina Qu'Appelle Health Region) 6. Bill Coulthard (SIAST) 7. Nicole Sarauer (Separate School Board) 8. Dr. Jane Ekong (Public Schools Board)	Dec. 2015 Dec. 2015 Dec. 2015 Dec. 2015 Dec. 2015 Dec. 2015 Dec. 2015 Dec. 2015		

[illegible]

2013 APPOINTMENTS TO BOARDS, COMMISSIONS AND COMMITTEES					December 17, 2012	
BOARD, COMMISSION OR COMMITTEE	CITIZEN APPOINTMENTS	TERM	ORGANIZATION NOMINEES	TERM		
Wascana Creek Watershed Advisory Committee	1. Fred Clipsham	Dec. 2014	CARRIED			
Youth Advisory Committee	1. Charity Mbugua 2. Russell Stanley 3. Conrad Hewitt	Dec. 2013 Dec. 2014 Dec. 2014	CARRIED			

December 17, 2012

To: His Worship the Mayor  
and Members of City Council

Re: Ratifying Collective Agreement with the Regina Civic Middle Management Association

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**RECOMMENDATION OF THE EXECUTIVE COMMITTEE  
- DECEMBER 12, 2012**

That the tentative agreement reached with the Regina Civic Middle Management Association be ratified by Council subject to a vote by CMM ratifying the agreement.

*EXECUTIVE COMMITTEE – DECEMBER 12, 2012*

The Committee adopted a resolution to concur in the recommendation contained in the report.

Mayor Michael Fougere, Councillors: Bryon Burnett, John Findura, Jerry Flegel, Shawn Fraser, Bob Hawkins, Terry Hincks, Wade Murray, Mike O'Donnell and Barbara Young were present during consideration of this report by the Executive Committee.

The Executive Committee, at the **PRIVATE** session of its meeting held on December 12, 2012, considered the following report from the Administration:

RECOMMENDATION

That the tentative agreement reached with the Regina Civic Middle Management Association be ratified by Council subject to a vote by CMM ratifying the agreement.

CONCLUSION

A tentative agreement has been reached with the Regina Civic Middle Management Association (RCMMA, or more commonly CMM). The deal is responsible, reasonable and fair for all stakeholders. The tentative agreement is consistent with the City's bargaining objectives and direction. City Council ratification of the tentative agreement is but one more step along our journey in building relationships and securing high quality employees to serve our citizens.

BACKGROUND

Collective bargaining agreements covering all five civic bargaining units expire on December 31, 2012. The Administration has developed a bargaining strategy that is based on several key factors:



- Through the bargaining process, attempts will be made to change the length and timing of the various agreements to stagger the expiration and allow for the effort to bargain to be spread more evenly over time.
- In this round of bargaining, to start to develop more collective bargaining experience, and ownership and accountability across the organization, bargaining teams will be led by Directors responsible for operational areas, and the teams will include a cross-section of Out of Scope employees representing different areas of the organization and different work groups. Human Resources will play the role of consistency, facilitation of the process and support to the bargaining teams.

The purpose of this report is to provide information related to recent bargaining with CMM and to seek approval for a ratified agreement.

## DISCUSSION

The City of Regina and CMM entered collective bargaining following preliminary discussions. The City is entering this round of bargaining to continue building relationships with its employees and unions and to set the stage for more significant discussions during the next round of bargaining. Specifically, CMM has recently indicated a desire to be treated differently than the other associations. CMM plays a leadership role within the corporation, holding many supervisory and professional roles. It is recognized that they are key in assisting the City in reaching its strategic objectives and will continue to be vital to the City's future.

The City of Regina's primary bargaining objective with CMM has been/will be to achieve mutually acceptable, negotiated settlements that are consistent with the Strategic Focus (narrowing the gap), provide operational efficiency (taking into account the organizational restructuring and proposed legislative changes), provide the ability to be competitive within the changing labour market, and affordable to the citizens.

Following direction on the bargaining mandate from Executive Committee on November 29, 2012, the City of Regina began negotiations with CMM on December 6, 2012. Both sides agreed that currently there were minimal changes required to the Collective Agreement (basic housekeeping changes) and; therefore, pursued an option of fast tracking the bargaining process. This would allow both sides an opportunity for more in-depth consideration of the changes to come before conducting traditional bargaining.

CMM is waiting for the resolution of a number of issues/initiatives and believe that a shorter term agreement is in order to allow them to gather the information they need before they once again engage in a longer term agreement. Some of the information they are waiting for includes:

- Changes to the Civic Pension Plan;
- Impacts of the Joint Job Evaluation and Classification plan; and
- Results of a Market Analysis of Comparable positions.

The City benefits as well by the information that will be gathered through these initiatives. As well, a shorter term agreement will allow the Administration to analyze the organizational impacts of proposed legislative changes to *The Saskatchewan Employment Act*.

In addition, the City has provided notice through this bargaining cycle that there are significant items that will be brought to the table during the next round of negotiations such as:

- Pay for performance; and
- Flexible hours of work.

A tentative agreement was reached with CMM on December 6, 2012. The negotiations centered on three things: term of agreement, general wage increase and extension of the Letter of Understanding related to the joint job evaluation plan. Given many of the unknowns will become clearer by the end of 2013, it was agreed that the collective agreement would be for 18 months, ending June 30, 2014.

The 18 month term allows both sides time to analyze any future impacts and also ensures that not all of the City's collective bargaining agreements end on December 31.

With regards to a general wage increase, the tentative agreement includes a 3.5% increase effective January 1, 2013 for the entire term of the agreement (18 months). There will be no increase on January 1, 2014. This increase would equate to 2.6% annually for 2013 and 2014.

CMM did not request any changes, additions and/or deletions to their current benefit package and submitted no language changes to the current collective bargaining agreement. The City is supportive of this.

During the last round of negotiations CMM signed a Letter of Understanding to take part in the review and creation of a job evaluation plan which was to be completed by December 31, 2012. This Letter of Understanding has been extended to December 31, 2013.

It should be noted that this is the first time the City has resolved a collective agreement prior to the expiration date and both negotiating teams should be commended for their collaborative approach and mutually respectful bargaining. This agreement is within the approved mandate and eliminated the indirect costs related to staff time required to calculate and process back-pay, time required for senior leaders to be away from their day-to-day duties if extended bargaining had taken place and the printing of nearly 300 new collective agreements.

While no date has been set for a CMM ratification meeting, it is anticipated this will occur prior to the December 17, 2012 meeting of City Council. City Council must consider the ratification of the tentative agreement on behalf of the employer. It is anticipated that CMM will be able to complete a general membership vote before the City Council meeting on December 17. If that does occur, an edited version of this report will be included on the City Council agenda for final approval. In the event that CMM does not ratify the agreement, the Recommendations in this report will not be brought forward to Council.

## RECOMMENDATION IMPLICATIONS

### Financial Implications

The total additional cost over the 18 month term for salaries and related benefits is estimated to be \$1.07 million.

The 2013 cost impact has already been factored into the budget for Council consideration in January.

### Environmental Implications

None related to this report.

### Strategic Implications

With the final settlement of one bargaining unit, a framework of settlement is established for the remaining bargaining units. The recommendations in this report allow the City to continue to improve employee engagement and advance the City towards achieving its strategic goals.

### Other Implications

At the Private Executive Committee meeting on November 29, where the financial direction was provided, the Administration undertook to provide additional information with respect to the current employment environment within the City of Regina and comparators of wages to other jurisdictions. A memo is being prepared that will include the information requested.

### Accessibility Implications

None related to this report.

## COMMUNICATIONS

The City of Regina will publicly announce the tentative agreement in the near future to ensure residents are aware of this important development. The announcement would not include specific details of the agreement and it will be clear that the deal is pending Council and union approval.

## DELEGATED AUTHORITY

This item requires City Council approval.

Respectfully submitted,

EXECUTIVE COMMITTEE



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Amber Smale, A/Secretary

December 17, 2012

To: His Worship the Mayor  
and Members of City Council

Re: Out of Scope 2013 General Wage Increase

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**RECOMMENDATION OF THE EXECUTIVE COMMITTEE  
- DECEMBER 12, 2012**

That Out of Scope employees receive a 2.6% general wage increase effective January 1, 2013.

*EXECUTIVE COMMITTEE – DECEMBER 12, 2012*

The Committee adopted a resolution to concur in the recommendation contained in the report.

Mayor Michael Fougere, Councillors: Bryon Burnett, John Findura, Jerry Flegel, Shawn Fraser, Bob Hawkins, Terry Hincks, Wade Murray, Mike O'Donnell and Barbara Young were present during consideration of this report by the Executive Committee.

The Executive Committee, at the **PRIVATE** session of its meeting held on December 12, 2012, considered the following report from the Administration:

RECOMMENDATION

That Out of Scope employees receive a 2.6% general wage increase effective January 1, 2013.

CONCLUSION

The City of Regina has reached a tentative agreement with the Regina Civic Middle Management Association (RCMMA or more commonly CMM) for an 18 month collective bargaining agreement at 3.5% for the term of the agreement. This increase is equivalent to 2.6% annually for 2013 and 2014. One of the basic principles your Administration took with CMM was to reinforce the notion that they are more closely affiliated with Out of Scope employees (OOS) than a traditional union. In light of that and in comparison with projected base salary increase for 2013, it is recommended that OOS employees also receive a 2.6% general wage increase effective January 1, 2013.

BACKGROUND

OOS employees are not governed by a collective bargaining agreement and therefore the general wage increase for OOS employees is typically the same as the negotiated increase for other bargaining units.

In light of the recent tentative agreement with CMM the purpose of this report is to facilitate a general economic wage increase for OOS employees.

## DISCUSSION

The City of Regina has reached a tentative agreement with CMM for an 18 month collective bargaining agreement at 3.5% for the term of the agreement that is effective January 1, 2013. This increase is equivalent to 2.6% annually for 2013 and 2014. The remaining bargaining units have not begun negotiations. Historically, general wage increases received by other bargaining units have been extended to OOS employees.

Providing this salary increase for OOS employees now provides several benefits for the City of Regina:

- If this wage increase is approved before the end of the year it eliminates the requirement to calculate and process retroactive pay at a later date.
- It reinforces the notion that CMM is more closely affiliated with OOS than a traditional union.
- Assists in explaining that providing OOS with a 1 year increase at 2.6% is the percentage equivalent of 3.5% for 18 months.
- It reinforces the value of OOS employees as they will receive a wage increase at the beginning of the year.
- As the increase is only for 2013, it allows for adjustment in future years based on the overall economic environment and negotiated increases for bargaining units.

Several sources of compensation data were considered in the development of the recommendation.

### **Projected 2013 Base Salary Increases:**

<b>Source</b>	<b>All Sectors</b>	<b>SK</b>	<b>AB</b>	<b>BC</b>	<b>MB</b>
Hay Group	2.90%	3.20%	3.60%	2.70%	2.70%
Mercer	3.20%	3.30%	3.40%	3.20%	3.00%
Aon Hewitt	3.10%	3.90%	3.80%	2.60%	3.10%
Conference Board of Canada	3.00%	3.70%	3.80%	2.80%	3.00%
Average of Sources	3.05%	3.53%	3.65%	2.83%	2.95%

In reviewing these salary projections, and the tentative settlement CMM reached, it is recommended that OOS employees receive a 2.6% general wage increase effective January 1, 2013.

## RECOMMENDATION IMPLICATIONS

### Financial Implications

The total cost of a 2.6% general wage increase including benefits for 2013, is \$602,000. The budget for 2013 was calculated with a 2.5% general wage increase. The 2013, budget will be underfunded by approximately \$23,000. A 2.6% general wage increase falls within the approved bargaining mandate.

### Environmental Implications

None related to this report.

### Strategic Implications

There are several strategic implications related to this recommendation:

- Assists in our goal to attract and retain high performers;
- Demonstrates to OOS employees that they are valued and rewarded for their contributions;
- Grows employee satisfaction; and
- Reinforces the relationship between CMM and OOS.

### Other Implications

City Council may be questioned by the taxpayers as to the degree of total compensation increases to OOS staff.

### Accessibility Implications

None related to this report.

## COMMUNICATIONS

As in past years, once approved, a general communication shall be issued to all OOS staff. This shall be prepared by Human Resources and signed by the City Manager.

## DELEGATED AUTHORITY

This item requires City Council approval.

Respectfully submitted,

EXECUTIVE COMMITTEE



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Amber Smale, A/Secretary

December 17, 2012

To: His Worship the Mayor  
and Members of City Council

Re: Newspaper Advertisement Agreement

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**RECOMMENDATION OF THE FINANCE AND ADMINISTRATION COMMITTEE  
- DECEMBER 4, 2012**

1. That the Executive Director of Governance and Strategy , or his or her designate, be authorized to negotiate and approve the terms of a new advertising agreement with the Regina Leader-Post beginning in 2013 and expiring on December 31, 2014, such agreement to include the printing and distribution of the City's leisure guides for 2013.
2. That the City Clerk be authorized to execute the agreement after review and approval by the City Solicitor.

*FINANCE AND ADMINISTRATION COMMITTEE – DECEMBER 4, 2012*

The Committee adopted a resolution to concur in the recommendation contained in the report. Recommendation #3 does not require City Council approval.

Councillors: Bryon Burnett, Shawn Fraser, Bob Hawkins, Terry Hincks and Wade Murray were present during consideration of this report by the Finance and Administration Committee.

The Finance and Administration Committee, at its meeting held on December 4, 2012, considered the following report from the Administration:

RECOMMENDATION

1. That the Executive Director of Governance and Strategy , or his or her designate, be authorized to negotiate and approve the terms of a new advertising agreement with the Regina Leader-Post beginning in 2013 and expiring on December 31, 2014, such agreement to include the printing and distribution of the City's leisure guides for 2013.
2. That the City Clerk be authorized to execute the agreement after review and approval by the City Solicitor.
3. That this report be forwarded to the December 17, 2012 meeting of City Council for approval.

## CONCLUSION

The most recent City of Regina contract with the Leader-Post for advertising services was a sole source acquisition authorized by the City Council in accordance with provisions of the Purchasing Policy adopted pursuant to *The Regina Administration Bylaw*.

As the City's current agreement is set to expire and advertising services are still required, a new agreement must be reached with the Regina Leader-Post. The Regina Leader-Post is the largest daily newspaper in the City and the only vendor capable of providing the services and readership required by the City. In accordance with Part IV of *The Regina Administration Bylaw*, City Council approval is required to enter into this agreement.

## BACKGROUND

In 2009, the City's Communications department consolidated partial advertising resources that previously resided within each department's budget. Communications issued an RFP for an agency of record and is responsible for booking large campaign (snow removal, summer construction, election) based advertising for both print & online through this agency.

Individual department areas are responsible for weekly City Page information, tender, public notices, and recruitment related advertising.

The following is a breakdown of the overall City of Regina advertising investment with the Leader-Post:

2010 – \$387,305

2011 – \$443,504

2012 - \$395,625 \* inclusive to October 31, 2012

Annually between 15 – 16% of the overall spend with the Leader-Post is for campaign based advertising (snow removal, summer construction, election)

Approximately \$120,000 per year is dedicated to the printing and distribution of the three leisure guides.

The Leader-Post line rate during the last contract, which is set to expire on December 31, 2012 was \$1.38 per line. An online big box ad was \$17.33.

## DISCUSSION

The Leader-Post has a strong readership and a significant online presence that is an important part of the City of Regina's advertising mix.

The City of Regina is continually refining the advertising strategy, including the selection of media to make the best use of available budget. Overall, traditional media habits are changing and the City is responding by ensuring citizens receive information the way they prefer it.



Efficiencies can continue to be made with the City Clerk, City Solicitor and other departments to reduce the amount of copy in specific notices that appear in the Leader-Post. Repetitive information can be reduced in public notices and include a reference for additional information placed online at Regina.ca.

In addition to other efficiencies that may be found, the Administration is exploring options to reduce the cost of printing the three leisure guides that are circulated on behalf of the City. As part of this review in December 2012 the city will trial a product that converts PDF files for viewing online. Leisure guides will remain unchanged in 2013, but include the online product and a recommendation for a revised leisure guide strategy will be developed for 2014.

## RECOMMENDATION IMPLICATIONS

### Financial Implications

The Leader-Post is currently working on its advertising proposal for the City of Regina. Past contracts have had a combination of small increases and rates being held. It is anticipated that the new contract will be competitive with other agreements. A media evaluation will be conducted by the City's agency of record once the proposal is received.

Leader-Post advertising dollars for campaign related advertising come from the Communications Branch operating budget. Recruitment, tender and public notice ads are paid for from individual department budgets.

### Environmental Implications

None with regards to this report.

### Strategic Implications

Increased customer awareness and involvement is identified as a desired outcome in the Corporate Strategic Plan. Acknowledgement of the changing landscape of traditional print advertising is necessary and there will be an increased presence of City of Regina initiatives online, including leaderpost.com

The development of the City of Regina naming rights, sponsorship and advertising program will potentially impact other inventory items that are currently supported by the Leader-Post and could potentially increase the number of opportunities for partnership.

### Other Implications

None with regards to this report.

### Accessibility Implications

None with regards to this report.

## COMMUNICATIONS

None with regards to this report.

DELEGATED AUTHORITY

City Council authorization is required.

Respectfully submitted,

FINANCE AND ADMINISTRATION COMMITTEE

A handwritten signature in black ink, appearing to read "Todd Blyth". The signature is written in a cursive, flowing style.

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Todd Blyth, Secretary

December 17, 2012

To: His Worship the Mayor  
and Members of City Council

Re: Proposed Renaming of Portions of Elgaard Drive in Hawkstone Subdivision (11-SN-41)

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**RECOMMENDATION OF THE REGINA PLANNING COMMISSION  
- DECEMBER 5, 2012**

That the request to amend the names of portions of dedicated streets in the Hawkstone Subdivision as follows be APPROVED:

- a. The portion of Elgaard Drive north of Rochdale Boulevard be renamed to Galloway Street.

*REGINA PLANNING COMMISSION – DECEMBER 5, 2012*

The Commission adopted a resolution to concur in the recommendation contained in the report.

Recommendation #2 does not require City Council approval.

Councillors: Jerry Flegel, Shawn Fraser and Mike O'Donnell; Commissioners: David Edwards, Phil Evans, Ron Okumura, Laureen Snook and Sherry Wolf were present during consideration of this report by the Regina Planning Commission.

The Regina Planning Commission, at its meeting held on December 5, 2012, considered the following report from the Administration:

RECOMMENDATION

1. That the request to amend the names of portions of dedicated streets in the Hawkstone Subdivision as follows be APPROVED:
  - a. The portion of Elgaard Drive north of Rochdale Boulevard be renamed to Galloway Street.
2. That this report be forwarded to the December 17, 2012 meeting of City Council as no public notice is required.

CONCLUSION

City Council's approval of a change to the name of a dedicated street is required. Approval would allow for more logical and intuitive address sequencing in the subdivision. The developer of the subdivision supports the change. The change would have no impact on adjacent properties, which are addressed from a different street.

## BACKGROUND

The Administration is requesting a name change of a dedicated street in the Hawkstone Subdivision. Rezoning of the affected adjacent parcels was approved by City Council on April 30, 2012 (Bylaw 2012-37). The Administration subsequently approved the related subdivision on May 8, 2012, pursuant to *Subdivision Bylaw No. 7748*.

This application is being considered pursuant to *The Cities Act*.

## DISCUSSION

The Administration is requesting City Council's approval to change the name of a segment of dedicated street in the Hawkstone subdivision. The street name change is being requested to provide for a more logical sequencing of civic addresses going forward.

Address sequencing in the City is determined by the orientation of the street, either north-south or east-west. In this case, Elgaard Drive was initially addressed on the east-west grid, but the street name was subsequently extended to a connecting north-south street, as shown on the attached aerial photo (Appendix A-1). The addressing of the lots on the east side of this portion of the street has followed the established address sequencing for the east-west portion, northward to Rochdale Boulevard. Although this sequencing does not follow the established protocol for the City or the subdivision, the Rochdale Boulevard intersection does provide an acceptable termination point, based on precedents set elsewhere in the City.

However, the further northward extension of Elgaard Drive, as applied to the most recent phase of subdivision as referenced above, would result in confusion to service providers (e.g., fire and ambulance) and the general public. Changing the name of the street, north of Rochdale Boulevard, would allow for addressing of future fronting lots and parcels on a north-south grid, in accordance with the established protocol.

The Administration proposes that the portion of Elgaard Drive north of Rochdale Boulevard be renamed to Galloway Street, as shown in Appendix A-3. "Galloway" was approved by the Civic Naming Committee and was subsequently reserved for use for the Hawkstone subdivision. Although the affected street is currently under construction and the adjacent Parcels E and F (Appendix A-2) have been transferred to second parties, these parcels are addressed from Rochdale Boulevard and will not be affected by the change. The developer of the subdivision supports the name change.

*The Cities Act* allows for a City to name a street. The process of naming a street is typically done through subdivision approval, which has been delegated to the Administration pursuant to Bylaw No. 2003-3 (an amendment to *Subdivision Bylaw No. 7748*). However, the Subdivision Bylaw does not currently contemplate renaming of a street. *The Cities Act* gives authority to rename streets within a municipality and requires that a City shall act through its Council. Therefore Council's resolution to change the name of a street is required.

## RECOMMENDATION IMPLICATIONS

### Financial Implications

None to this report. Street signs have not yet been created for the subdivision.

Environmental Implications

None to this report.

Strategic Implications

None to this report.

Other Implications

None to this report.

Accessibility Implications

None to this report.

COMMUNICATIONS

Public notice is not required pursuant to *The Cities Act*. There are no affected parties other than the developer of the Hawkstone Subdivision.

DELEGATED AUTHORITY

Resolution of City Council is required to change the name of a street pursuant to *The Cities Act*.

Respectfully submitted,

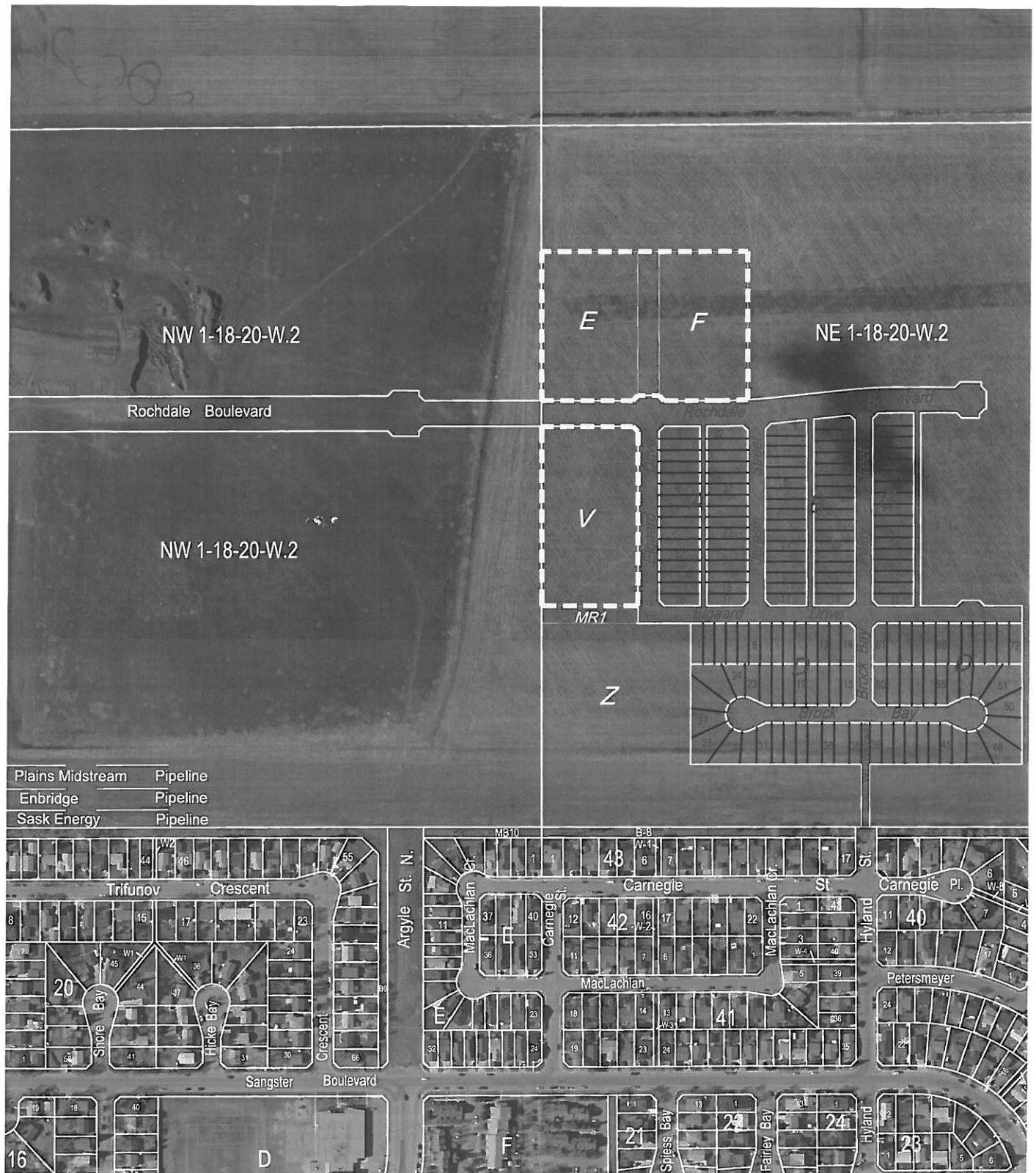
REGINA PLANNING COMMISSION



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Elaine Gohlke, Secretary

# Appendix A-1



Plains Midstream Pipeline  
Enbridge Pipeline  
Sask Energy Pipeline



Subject Property

Date of Photography : 2009

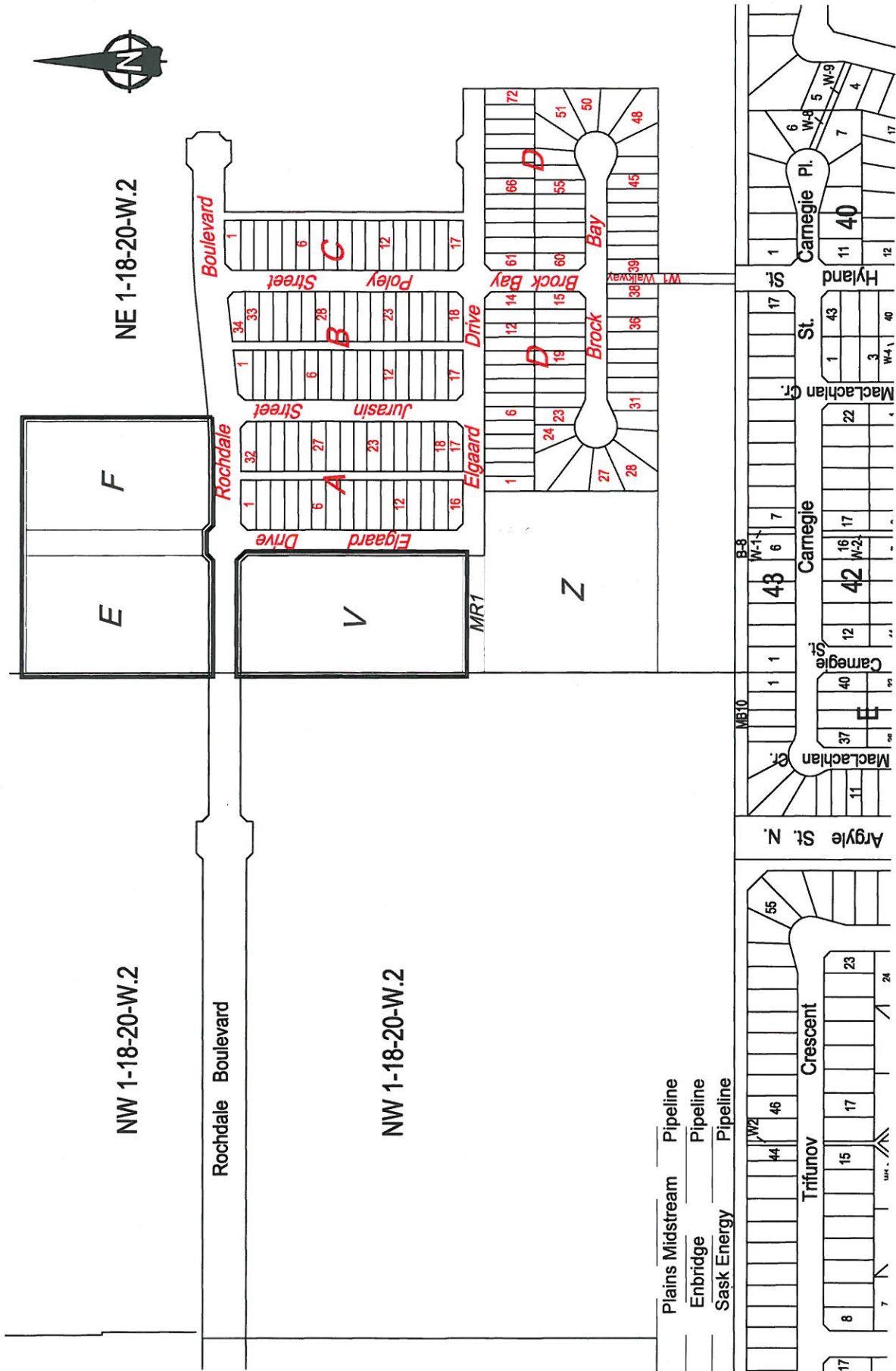
## Planning Department



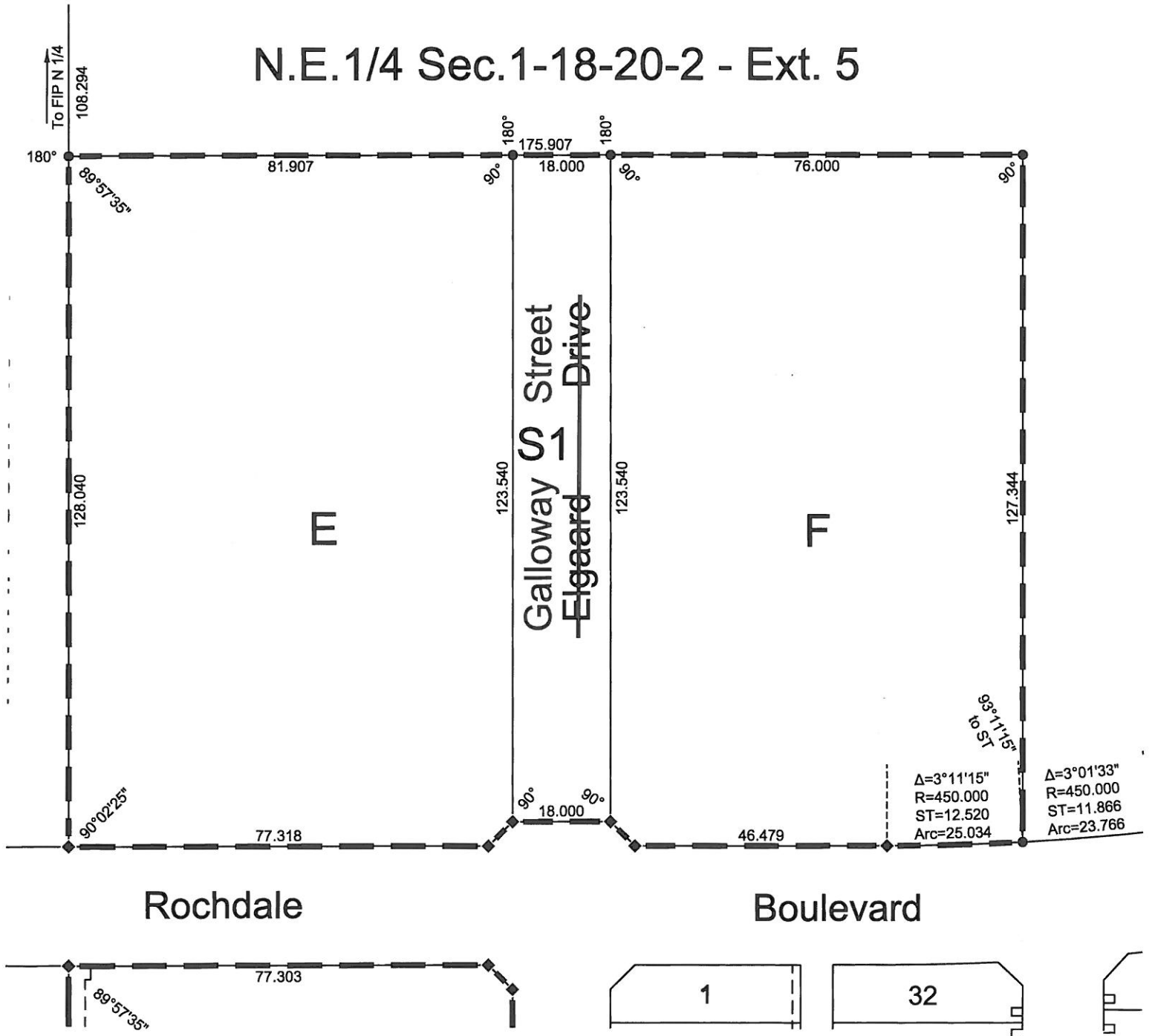
Project 11-SN-41  
11-Z-17

Civic Address/Subdivision Hawkstone Phase 2

# Appendix A-2



# N.E.1/4 Sec.1-18-20-2 - Ext. 5





December 17, 2012

To: His Worship the Mayor  
and Members of City Council

Re: Golf Course Fee Schedule 2013 - 2015

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**RECOMMENDATION OF THE COMMUNITY AND PROTECTIVE SERVICES  
COMMITTEE  
- DECEMBER 12, 2012**

1. That the Golf Course Fee Schedule for 2013 - 2015 as set out in Appendix B, be approved.
2. That the City Solicitor be instructed to prepare a fees bylaw to give effect to the fees outlined in this report.

*COMMUNITY AND PROTECTIVE SERVICES COMMITTEE – DECEMBER 12, 2012*

The Committee adopted a resolution to concur in the recommendation contained in the report.

Councillors: John Findura, Jerry Flegel, Shawn Fraser, Mike O'Donnell and Barbara Young were present during consideration of this report by the Community and Protective Services Committee.

The Community and Protective Services Committee, at it's meeting of December 12, 2012 considered the following report from the administration:

RECOMMENDATION

1. That the Golf Course Fee Schedule for 2013 - 2015 as set out in Appendix B, be approved.
2. That the City Solicitor be instructed to prepare a fees bylaw to give effect to the fees outlined in this report.

CONCLUSION

The Administration has developed a Golf Course Fee Schedule for 2013, 2014 and 2015 in consultation with Western Golf Management Limited, the golf course operator. The schedule has been prepared in the context of stated objectives, projected cost increases, results of golfer surveys, projected revenue based on current play trends, capital reserve transfer requirements and the need to continue to provide a high standard of maintenance.

Observations from Western Golf Management Ltd. and results from the golfer surveys conducted in the fall of 2012 indicate that the City of Regina golf courses represent good value, in terms of course conditions and green fees charged. Based on the number of rounds of golf

played at City courses in recent years, it is presumed that golf participation levels will remain steady for the foreseeable future.

An infrastructure condition assessment of the courses suggests that the general infrastructure is in good condition and the buildings are in fair to good condition; however, it will be critical to ensure that funds continue to be available to maintain this infrastructure.

The proposed 2013 - 2015 Fee Schedule will ensure that the City of Regina golf course fees remain competitive with similar courses in the local market area.

## BACKGROUND

The City of Regina owns five golf courses – the Joanne Goulet, Lakeview, Murray, Tor Hill and Regent Park Par 3. These courses accommodate a wide range of golfing skills and interests. The golf course grounds and facilities are maintained by the City. Clubhouse, pro-shop and golf program services are provided by Western Golf Management Ltd. (WGM) at the Joanne Goulet, Lakeview, Murray and Tor Hill courses. The City provides minimal clubhouse services at the Regent.

The scope of this report is to provide recommendations for a three-year Fee Schedule (2013 – 2015) for the Joanne Goulet, Lakeview, Murray and Tor Hill golf courses. The Regent Park course is excluded from the analysis and fee recommendations, as this course falls outside the scope of the Golf Course Program budget.

## DISCUSSION

In preparing the Fee Schedule for 2013 – 2015, the Administration identified the following key objectives:

- To take into consideration the 2012 customer survey results;
- To ensure that capital development resources are sufficient to maintain and renew the infrastructure; and,
- To operate golf courses on the principle of providing a high quality golf experience at a reasonable price, and to ensure that the Fee Schedule reflects current and emerging market conditions.

The process used in establishing the Fee Schedule included a review of recent customer survey feedback, implementing the capital plan for course and building infrastructure life cycle requirements, consideration of future projected operating costs and the financial status of the courses. Comparative and emerging market conditions were also considered. The following discussion represents highlights of each of the aforementioned objectives.

### **Annual Customer Survey**

The Administration has partnered with WGM to conduct golfer surveys in three of the last five years. The most recent survey was conducted in the fall of 2012. The Administration developed the questionnaire in consultation with WGM, and used WGM's email database to deliver the survey. Notification was sent out to all golfers who had purchased passes or held tournaments in recent years, as well as to the various clubs that play at the courses. Notices were sent out by email with a link to the survey questionnaire (Appendix A).

The objective of the survey was to receive feedback from golf course users regarding their perceptions of value for dollar spent, type of use, feedback on the services provided and what services would enhance their golf experience. The survey asked customers a series of questions about course conditions, amenities, clubhouse services and course playability; and asked them to rank the various types of services in terms of importance to their golf experience. Survey participants were also asked to rate the current performance of these services. The survey allowed participants to provide comments regarding their overall rating of the course, and to offer suggestions on enhancements and services that would improve their golf experience. Golfers were encouraged to complete a separate survey for each of the City-owned golf courses at which they played.

The 2012 survey was conducted at the Tor Hill, Murray, Joanne Goulet and Lakeview golf courses over a five week period from mid September through to October. Of the 6500 email notices sent, a total of 1600 responses were received, which is an increase of 20 percent over the number of responses received in 2008.

The results of the 2012 survey revealed that, in general, users feel there is good quality and value at the City-owned golf courses. Based on the overall responses, over 90 percent of participants rated the product as acceptable to excellent. Over 85 percent of survey participants rated the product as good to excellent value for the cost. There were also numerous positive comments to the open-ended questions with respect to the level of maintenance provided at the courses, as well as recognition and acknowledgement of recent course improvements and the level of clubhouse service currently being provided.

The majority of users place considerable importance on quality. A large percentage of users appear pleased with the quality and value provided at City-owned golf courses. While there is always concern about fee increases, it appears that most individuals feel the courses offer good value, and that the Administration and WGM are meeting the expectations of the majority of customers, both in terms of service provided and the costs associated with maintaining and enhancing the courses.

### **Golf Course Infrastructure**

One of the key objectives of a fee review is to ensure that golf course revenues are sufficient to maintain and renew golf course infrastructure and buildings. Revenue generated from golf sales, in excess of operating expenses, is transferred to the Golf Course Reserve and is used to fund the capital program to restore and replace existing infrastructure and equipment and for upgrading components to meet user needs.

An asset condition assessment was completed for all courses. This assessment forecasts future capital budget requirements and, where possible, lifecycle measurements were applied to determine replacement schedules. The assessment identified several major capital projects that will be required in the next several years. These include a multi year plan to replace irrigation components, valves and sprinklers at Murray and Tor Hill, rehabilitation of the irrigation well at Tor Hill, addition of course washrooms to replace portable toilets, drainage projects, tree maintenance and several upgrades to clubhouse system components that are at or past their useful life.

There is a need and expectation to continue with pathway and turf improvements, addition of trees, replacement of winter greens covers, rectifying drainage and erosion issues and general course improvements. The five-year capital plan 2013 – 2017 forecasts a five-year budget of \$1,750,000 for course infrastructure replacement and improvements.

The Administration applies an industry standard for measuring condition, commonly referred to as the Facility Condition Index (FCI). The FCI is a measure of the deferred maintenance compared to the replacement cost of a facility. The goal for golf course buildings is an FCI of 10 percent. All City golf course buildings were assessed by a consultant in 2008.

Based on the condition assessment of golf course clubhouse and support buildings the Administration has identified a capital budget requirement of \$1,225,000 over the next five years 2013 – 2017 in order to address the shortfalls identified to revitalize and sustain buildings and systems.

The Administration has determined that the infrastructure of the course assets and buildings is generally in fair to good condition. However, it is important to maintain the quality of the courses and to address building shortfalls. To achieve this, the Administration has identified a capital program expense requirement in the range of \$450,000 - \$550,000 annually.

### **Customer Expectations**

In order to ensure that customer expectations are being met, it is essential that there are adequate funds to support the expected level of maintenance, as well as sufficient funds being transferred into the Golf Course Reserve Account to maintain the infrastructure requirements.

In each of the next three years, the Administration is projecting a 3.5 percent operating cost increase. This projection includes increase in costs for equipment, materials, fuel, labour and utilities. Based on the current operating budget, this represents a cost increase of approximately \$76,000 in each of the next three years.

Results of the golfer survey identify course conditions as one of the most important factors that determine a golfer's choice of courses. Other highlights suggest eight out of ten golfers feel the value closely approximates the cost; with the exception being the Joanne Goulet, where the results indicated seven out of ten felt this way. To ensure that City courses remain competitive in the marketplace, sufficient funds must be generated to offset the increase in operating expenses.

### **Current and Emerging Market Conditions**

The Joanne Goulet and Lakeview courses are unique venues. The Joanne Goulet course is an executive length course that caters to a more casual type golfer, beginners and youth. The course recovered quite well in 2012 from the flood conditions in 2011, which severely damaged portions of the course and caused it to be closed for an extended period of time during the 2011 season. In 2012, overall revenues have returned to approximately 80 percent of pre 2011 revenues. The flood events of 2011 resulted in a loss of regular players in 2012, who likely found other courses to play when the Joanne Goulet course was closed in 2011. It is important to re-establish the revenues to pre 2011 amounts as soon as possible by increasing rounds played.

The Lakeview is a short par 3 course, which primarily serves as a venue for seniors, with a strong senior ladies club presence. It is a popular golf location for youth and beginners of all ages. Both of these courses have the capacity to accommodate a greater number of golfers and

allow for walk on play throughout the season. These attributes create a good opportunity to introduce new players to the game.

Given the market share loss at the Joanne Goulet resulting from the flood event of 2011 and the unique nature and capacity to accommodate more players, the Administration recommendation is to maintain the fees in 2013 at the 2012 rate at the Joanne Goulet and Lakeview courses. This should create an opportunity to attract new players. This may create a greater revenue return, rather than increased fees might at these locations. This recommendation is supported by Western Golf Management Ltd.

### **Three Year Fee Schedule: 2013-2015**

In consultation with Western Golf Management, the Administration is proposing an increase in golf fees in 2013 - 2015, as shown in Appendix B.

The following represents the highlights of the proposed Fee Schedule:

- Adult green fees would increase by \$1.50 at the Murray and Tor Hill golf courses to \$45.50 in 2013; \$47.00 in 2014 and \$48.50 in 2015. All other fees and passes would be adjusted in accordance with the fee formula, which uses the adult green fee as the base.
- Adult weekend green fees at the Joanne Goulet golf course would remain at the 2012 rate of \$36.75 in 2013, increase by \$1.25 to \$38.00 in 2014 and increase \$1.25 to \$39.25 in 2015. All other fees and passes would be adjusted in accordance with the fee formula, which uses the adult weekend green fee as the base.
- The weekend green fees at the Lakeview Golf Course would remain at the 2012 rate of \$14.50 in 2013, increase \$0.50 to \$15.00 in 2014 and increase \$0.50 to \$15.50 in 2015. All other fees and passes would be adjusted in accordance with the fee formula, which uses the adult weekend green fee as the base.

Taking the proposed fee increases into consideration, City golf course fees would remain competitive with other courses. Comparable rates are shown in Appendix C. It is anticipated that other courses will adjust their fees in 2013.

### RECOMMENDATION IMPLICATIONS

#### Financial Implications

Approval of the Fee Schedule will ensure that there is sufficient funding available to meet increases in maintenance costs and fund future capital infrastructure requirements.

The financial objective of the municipal golf courses is to operate on a full cost recovery basis. Fees are established based on the objective of generating revenue sufficient to offset projected annual operating and capital budget requirements. The proposed fee increases are necessary to cover increased operating expenditures and to provide an annual transfer to the Golf Course Reserve of \$350,000 - \$400,000 in order to maintain the infrastructure. Without an increase in golf fees, there will be insufficient funding to maintain the golf course infrastructure.

Environmental Implications

None with respect to this report.

Strategic Implications

The actions of the Administration as an outcome of this report will contribute to achieving operational excellence and to strengthening the golf course infrastructure and managing the assets.

Other Implications

None with respect to this report.

Accessibility Implications

None with respect to this report.

COMMUNICATIONS

A copy of this report has been sent to the operator, Western Golf Management. The operator is responsible for carrying out marketing activities; however, the City will work with WGM to ensure the Fee Schedule is communicated to the golfing public, once approved.

DELEGATED AUTHORITY

The Community & Protective Services Committee decision on this matter requires City Council approval.

Respectfully submitted,

COMMUNITY AND PROTECTIVE SERVICES COMMITTEE

A handwritten signature in cursive script that reads "Linda Leeks".

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Linda Leeks, Secretary

## APPENDIX A

### Survey Questionnaire

#### THE MURRAY GOLF COURSE WANTS YOUR FEEDBACK

In an effort to provide you with the best possible service, we would appreciate your feedback about your experience at one of the City of Regina Golf Courses listed below. To begin the survey, please click on the golf course(s) that you use most frequent.

Complete these questions by November 30<sup>th</sup> and you will be entered into a draw for a \$250, \$150 or \$100 gift certificate by providing your name and phone number at the end of the survey. Draw date: December 3<sup>rd</sup>. One entry per person.

1. Overall, how would you rate the Murray Golf Course?

☐ Poor ☐ Needs Improvement ☐ Acceptable ☐ Good ☐ Excellent

Comments: \_\_\_\_\_

2. What type of user are you? ☐ Membership ☐ Punch Pass ☐ Pay for Play ☐ Tournament Play

3. Did you know that there are 11 punch and 28 punch passes available? ☐ Yes ☐ No

4. How do you feel about the value you receive for the fees you pay to use the Murray Golf Course? Was the price:

☐ Inexpensive ☐ About Right ☐ Too Expensive

5. For each of the following, please rate their Importance to you, and then provide a performance rating:

	Importance Rating					Performance Rating						
	Not at all Important	Not Important	Neutral	Important	Very Important	N/A	Poor	Needs Improvement	Acceptable	Good	Excellent	N/
Challenges/playability	1	2	3	4	5	N/A	1	2	3	4	5	N/
Food and beverages	1	2	3	4	5	N/A	1	2	3	4	5	N/
Customer Service	1	2	3	4	5	N/A	1	2	3	4	5	N/
Cleanliness of club house	1	2	3	4	5	N/A	1	2	3	4	5	N/
General course condition	1	2	3	4	5	N/A	1	2	3	4	5	N/
Condition of greens	1	2	3	4	5	N/A	1	2	3	4	5	N/
Condition of fairway	1	2	3	4	5	N/A	1	2	3	4	5	N/
Condition of tee box	1	2	3	4	5	N/A	1	2	3	4	5	N/
Condition of sand bunker	1	2	3	4	5	N/A	1	2	3	4	5	N/

6. What services should we consider adding or enhancing? \_\_\_\_\_

7. Would you return to the Murray Golf Course? ☐ Yes ☐ No

If no, why not \_\_\_\_\_

8. How many times per week do you use the Murray Golf Course?

☐ Once a week ☐ Less than once per week ☐ Once per week ☐ More than once per week

9. How do you want to receive information regarding the Murray Golf course?

☐ Telenium ☐ Newsletter ☐ E-mail ☐ Newspaper ☐ Internet ☐ Other: \_\_\_\_\_

10. Other comments: Do you have any additional comments about the Murray Golf Course or how your experience could be improved? \_\_\_\_\_

11. Your Age: ☐ under 18 ☐ 18-29 ☐ 30-39 ☐ 40-49 ☐ 50 and over ☐ Prefer not to say

12. Your Gender: ☐ Male ☐ Female

13. Postal Code: \_\_\_\_\_

Name: \_\_\_\_\_

Telephone Number: \_\_\_\_\_

## APPENDIX B

### Golf Fees

#### City of Regina

#### Proposed Golf Fees - 2013-2015

#### Golf Fee Schedule - Individual Green Fees

		2013	2014	2015
		Total	Total	Total
<b>Golf Courses</b>	<b>Approved Formula</b>			
<b>Murray and Tor Hill</b>				
Weekends - All Players	100% - Basis for all other rates	45.50	47.00	48.50
Senior - Monday to Thursday	85% of adult weekend	38.75	40.00	41.25
Youth - Monday to Thursday	60% of adult weekend	27.25	28.25	30.00
Twilight (all players)	70% of adult weekend	31.75	33.00	34.00
Nine Hole (morning only)	50% of adult weekend	22.75	23.50	24.25
Late Twilight (2.5 hours) 9 hole	50% of adult weekend	22.75	23.50	24.25
Mid Afternoon 18 hole rate	85% of adult weekend	38.75	40.00	41.25
Daytime 9 hole rate	70% of adult weekend	31.75	33.00	34.00
<b>Joanne Goulet - 18 Holes</b>				
Weekends - All Players	100% - Basis for all other rates	36.75	38.00	39.25
Adult - Monday to Thursday	85% of adult weekend	31.00	32.25	33.50
Senior - Monday to Thursday	85% of adult weekend	31.00	32.25	33.50
Youth - Monday to Thursday	60% of adult weekend	22.00	23.00	23.50
Early Twilight	70% of adult weekend	25.50	26.75	27.50
Late Twilight (2 hours)	50% of adult weekend	18.25	19.00	19.00
<b>Joanne Goulet - 9 Holes</b>				
Weekends - All Players	70% of adult weekend 18 holes	25.50	26.75	27.50
Adult - Monday to Thursday	85% of adult weekend 9 holes	21.75	22.75	23.50
Senior - Monday to Thursday	85% of adult weekend 9 holes	21.75	22.75	23.75
Youth - Monday to Thursday	60% of adult weekend 9 holes	15.25	16.00	16.50
<b>Lakeview Par 3</b>				
Adult	100% - Basis for all other rates	14.50	15.00	15.50
Senior	85% of adult	12.25	12.75	13.25
Youth	75% of adult	10.75	11.25	11.75
Twilight (1 1/2 hours)	70% of adult	10.00	10.50	11.00
Child (with an adult)	60% of adult	8.75	9.00	9.50
Elementary School		5.50	5.75	6.00
High School		6.50	6.75	7.00



**City of Regina**

**Proposed Golf Fees - 2013-2015**

**Golf Fee Schedule - Season Passes**

		<b>2013</b>	<b>2014</b>	<b>2015</b>
		<b>Total</b>	<b>Total</b>	<b>Total</b>
<b>Golf Courses</b>	<b>Approved Formula</b>			
<b>Dual Play (golf at Murray/Tor Hill)</b>				
Adult Unrestricted <sup>#1</sup>	42 Adult weekend rounds	1,911.00	1,974.00	2,037.00
Senior Unrestricted <sup>#1</sup>	21 Senior weekend rounds 21 Senior weekday rounds	1,769.25	1,827.00	1,884.75
Adult Restricted <sup>#2</sup>	4/7th X Adult Dual Pass	1,092.00	1,128.00	1,164.00
Senior Restricted <sup>#2</sup>	4/7th X Senior Dual Pass	1,011.00	1,044.00	1,077.00
Youth Restricted <sup>#2</sup>	14 Youth weekday rounds	381.50	395.50	420.00
<b>Joanne Goulet</b>				
Adult Unrestricted <sup>#1</sup>	20 Adult weekend rounds 20 Adult weekday rounds	1,350.00	1,422.75	1,455.00
Senior Unrestricted <sup>#1</sup>	20 Senior weekend rounds 20 Senior weekday rounds	1,350.00	1,475.25	1,455.00
Adult Restricted <sup>#2</sup>	4/7th X Adult Pass	771.50	813.00	831.50
Senior Restricted <sup>#2</sup>	4/7th X Senior Pass	771.50	843.00	831.50
Youth Restricted <sup>#2</sup>	14 Youth weekday rounds	308.00	322.00	329.00
<b>Lakeview Pitch and Putt</b>				
Adult Restricted <sup>#3</sup>	Adult rate X 40 rounds X 6/7ths	497.00	514.25	531.50
Senior Restricted <sup>#3</sup>	Senior rate X 40 rounds X 6/7ths	420.00	437.25	454.50
Youth Restricted <sup>#3</sup>	Youth rate X 24 rounds X 6/7ths	221.25	231.50	241.75

<sup>#1</sup> Unrestricted pass means golf can be played on all 7 days of the week

<sup>#2</sup> Restricted pass means golf can only be played from Monday to Thursday, excluding Statutory Holidays

<sup>#3</sup> Restricted pass means pass cannot be used on Saturday, Sunday or Statutory Holidays between 9:00 a.m. and 5:00 p.m.

**City of Regina**

**Proposed Golf Fees - 2013-2015**

**Golf Fee Schedule – 11 Round Punch Passes**

		<b>2013</b>	<b>2014</b>	<b>2015</b>
<b>Golf Courses</b>	<b>Approved Formula</b>	<b>Total</b>	<b>Total</b>	<b>Total</b>
<b>Murray and Tor Hill</b>				
Weekends – All Players	10 Adult weekend rounds	455.00	470.00	485.00
Senior – Monday to Thursday <sup>#1</sup>	10 Senior weekday rounds	387.50	400.00	412.50
<b>Joanne Goulet – 18 Holes</b>				
Weekends – All Players	10 Adult weekend rounds	365.00	380.00	392.50
Adult – Monday to Thursday <sup>#1</sup>	10 Adult weekday rounds	310.00	322.50	335.00
Senior – Monday to Thursday <sup>#1</sup>	10 Senior weekday rounds	310.00	322.50	335.00
Youth – Monday to Thursday <sup>#1</sup>	10 Youth weekday rounds	220.00	230.00	235.00
<b>Joanne Goulet – 9 Holes</b>				
Weekends – All Players	10 Adult weekend rounds	255.00	267.50	275.00
Adult – Monday to Thursday <sup>#1</sup>	10 Adult weekday rounds	217.50	227.50	235.00
Senior – Monday to Thursday <sup>#1</sup>	10 Senior weekday rounds	217.50	227.50	237.50
Youth – Monday to Thursday <sup>#1</sup>	10 Youth weekday rounds	152.50	160.00	165.00
<b>Lakeview Par 3</b>				
Adult	10 Adult rounds	144.75	150.00	155.00
Senior	10 Senior rounds	122.50	127.50	132.50
Youth	10 Youth rounds	107.50	112.50	117.50

<sup>#1</sup> Restricted pass - pass cannot be used on Saturday, Sunday or Statutory Holidays between 9:00 a.m. and 5:00 p.m.

City of Regina

Proposed Golf Fees - 2013-2015

Golf Fee Schedule – 28 Round Punch Passes

		2013	2014	2015
Golf Courses	Approved Formula			
<b>Murray and Tor Hill</b>				
Weekends – All Players	25 Adult weekend rounds	1,137.50	1,175.00	1,212.50
Senior – Monday to Thursday <sup>#1</sup>	25 Senior weekday rounds	968.75	1,000.00	1,031.25
<b>Joanne Goulet – 18 Holes</b>				
Weekends – All Players	25 Adult weekend rounds	912.50	950.00	981.25
Adult – Monday to Thursday <sup>#1</sup>	25 Adult weekday rounds	774.75	806.25	837.50
Senior – Monday to Thursday <sup>#1</sup>	25 Senior weekday rounds	774.75	806.25	837.50
Youth – Monday to Thursday <sup>#1</sup>	25 Youth weekday rounds	550.00	575.00	587.50
<b>Joanne Goulet – 9 Holes</b>				
Weekends – All Players	25 Adult weekend rounds	637.50	668.75	687.50
Adult – Monday to Thursday <sup>#1</sup>	25 Adult weekday rounds	543.75	568.75	587.50
Senior – Monday to Thursday <sup>#1</sup>	25 Senior weekday rounds	543.75	568.75	593.75
Youth – Monday to Thursday <sup>#1</sup>	25 Youth weekday rounds	381.00	400.00	412.50
<b>Lakeview Par 3</b>				
Adult	25 Adult rounds	362.50	375.00	387.50
Senior	25 Senior rounds	306.25	318.75	331.25
Youth	25 Youth rounds	268.75	281.25	293.75

<sup>#1</sup> Restricted pass - pass cannot be used on Saturday, Sunday or Statutory Holidays between 9:00 a.m. and 5:00 p.m.

## APPENDIX C

### Golf Fees - Comparable Rates

WESTERN CANADA GOLF FEE SCHEDULE 2012

City	Avonlea	Calgary	Calgary	Condie	Edmonton	Edmonton	Edmonton	Edmonton	Emerald Park	Lloydminster	Moose Jaw	North Battleford	Prince Albert	Regina
Golf Course	Long Creek	Maple Ridge	McCall Lake	Flowing Spring	Victoria	Riverside	Rundle	Aspen Links		Lloydminster	Hillcrest	North Battleford	Cooke	Deer Valley
Course Type	Semi-Private	Municipal	Municipal	Semi-Private	Municipal	Municipal	Municipal	Semi-Private		Semi-Private	Municipal	Municipal	Municipal	Semi-Private
GREEN FEES														
Adult Weekday Price	\$31.00	\$48.00	\$40.00	\$44.00	\$44.00	\$44.00	\$27.00	\$41.00		\$50.00	\$39.90	\$49.00	\$49.00	\$54.20
Adult Weekend Price	\$44.00	\$51.00	\$45.00	\$44.00	\$54.00	\$54.00	\$34.00	\$41.00		\$50.00	\$47.25	\$49.00	\$49.00	\$59.20

2012

GST NOT INCLUDED

City	Regina	Regina	Regina	Saskatoon	Saskatoon	Saskatoon	Saskatoon	Saskatoon	Saskatoon	Saskatoon	Swift Current	Swift Current	Winnipeg
Golf Course	Tor Hill	Murray	Joanne Goulet	Holiday Park	Silverwood	Wildwood	Moon Lake	Perdue Oasis	Willows	Chinook	Elmwood	John Blumberg	
Course Type	Municipal	Municipal	Municipal	Municipal	Municipal	Semi-Private	Semi-Private	Semi-Private	Semi-Private	Municipal	Semi-Private	Municipal	
Adult Weekday Price	\$44.00	\$44.00	\$31.00	\$44.00	\$28.25	\$31.00	\$50.00	\$24.00	\$57.00	\$40.00	\$48.00		\$31.00
Adult Weekend Price	\$44.00	\$44.00	\$36.75	\$44.00	\$28.25	\$31.00	\$58.00	\$34.00	\$62.00	\$44.00	\$52.00		\$32.00

2012

December 17, 2012

To: His Worship the Mayor  
and Members of City Council

Re: 2013 Community Development, Recreation & Parks Fees and Charges

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**RECOMMENDATION OF THE COMMUNITY AND PROTECTIVE SERVICES  
COMMITTEE  
- DECEMBER 12, 2012**

1. The 2013 fees and charges as outlined in Appendix A, Schedule H, be approved.
2. The City Solicitor be instructed to prepare an amendment to *The Community Services Fees Bylaw, 2011* to incorporate the fees and charges provided for in this Report.

*COMMUNITY AND PROTECTIVE SERVICES COMMITTEE – DECEMBER 12, 2012*

The Committee adopted a resolution to concur in the recommendation contained in the report.

Councillors: John Findura, Jerry Flegel, Shawn Fraser, Mike O'Donnell and Barbara Young were present during consideration of this report by the Community and Protective Services Committee.

The Community and Protective Services Committee, at it's meeting of December 12, 2012 considered the following report from the administration:

RECOMMENDATION

1. The 2013 fees and charges as outlined in Appendix A, Schedule H, be approved.
2. The City Solicitor be instructed to prepare an amendment to *The Community Services Fees Bylaw, 2011* to incorporate the fees and charges provided for in this Report.

CONCLUSION

The Community Development, Recreation and Parks Department has reviewed fees and charges for outdoor recreational facilities (excluding Golf Courses) and is proposing a new fee schedule for 2013 (Appendix A – Schedule H). The review included an analysis of revenues and cost recovery levels over the past three years, consideration of market rates where they exist, and analysis of feedback from customers. The schedule includes an inflationary increase to maintain existing cost recovery levels.

A comprehensive review of services and programs at recreational facilities has been undertaken in order to develop a long-term fee strategy that appropriately balances the responsibility of users to pay for the services they receive with the municipality's role to subsidize services that provide benefits to the community-at-large. This review also focuses on identifying efficiencies and

opportunities for cost reduction in the delivery of programs and services. Another component of the review will be to develop recommendations regarding the future incorporation of corporate overhead costs into pricing models and cost recovery reporting. This review is scheduled to be completed by spring of 2013. A fees and charges report will be brought to Council in the summer of 2013 with findings from this review incorporated into recommendations for the remaining Community Development, Recreation & Parks fee schedules (i.e. Leisure Passes, Indoor Recreational Facility Rentals, Arena Rentals, etc.)

## BACKGROUND

The City of Regina has developed a fees and charges schedule related to outdoor recreational facilities for 2013. Recommendations were developed through a review that included customer feedback, a scan of pricing for comparable Western Canadian municipalities, and an analysis of historical cost recovery levels. The recommended schedules are consistent with the following pricing strategies:

- **Market-based pricing:** Where others in the marketplace offer services that are similar to those offered by the City of Regina, the prices of those services are used as a measure of the value citizens place on the services. These services are priced to be at par with comparable programs and services offered by other providers. This market-based pricing strategy ensures that participation and sales are not impacted by prices that are higher than other service providers, but also that the private and not-for-profit sectors are not discouraged from participating in the provision of leisure services because they cannot compete with the level of subsidization of the municipality.
- **Cost recovery based pricing:** Where the municipality is the exclusive or primary local service provider, cost recovery levels are established using a “benefits-based” approach. When there is a higher degree of ‘benefit’ to the community-at-large (i.e., for facilities that are targeted at children and youth, that have high barriers to participation, that attract a high proportion of residents and that provide basic rather than advanced levels of instruction or participation), cost recovery levels are lower. When there is a lesser degree of ‘benefit’ to the community-at-large (i.e., for facilities targeted at adults, that have few barriers to participation, and that attract a smaller proportion of residents), cost recovery levels are higher.

This approach is consistent with the strategies that guide recommendations related to programming and facility provision, as outlined in the Recreation Facility Plan.

## DISCUSSION

### **Review of revenues and cost recovery levels using the benefits-based approach**

Consistent with the Guiding Principles and Pricing Objectives previously adopted by Council in report *2008-2010 Leisure Services Fees & Charges: Guiding Principles & Pricing Objectives*, recommended fees and charges for 2013 have been developed to enable as many residents as possible to participate in leisure activities of their choice, while responsibly balancing the subsidization of such services through tax revenues with the customer’s obligation to pay for

services that they directly benefit from. A benefits-based approach had been used to create this balance<sup>1</sup>.

To reflect this approach, cost recovery levels for services that are less specialized and targeted mostly at children and youth – such as Athletic Fields – have been between 20 and 30 percent, with the community as a whole sharing between 70 to 80 percent of the cost through tax subsidies. Cost recovery levels for services that are more specialized – such as fitness and aquatic facilities or indoor arenas – have been between 50 and 60 percent, with the community as a whole subsidizing between 40 and 50 percent of the cost through tax subsidies.

Table 1 below provides information on the revenue collected from 2009 to 2011, projected 2012 revenues, and the percentage change that has occurred over that time period. It should be noted that revenues may fluctuate heavily from year to year due to the weather and its impact on the number of rentable hours at outdoor facilities.

TABLE 1: Revenue 2009-2012

<b>Service Area</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>Projected 2012</b>	<b>2009-2012 % Change</b>
Athletic Fields	\$480,300	\$481,500	\$589,000	\$540,000	+12.5%

Table 2 below provides specific cost recovery levels for 2009-2011. These levels are based on revenues and direct costs. They do not include the cost of corporate overhead (i.e. Human Resources, Administrative, and Financial Services costs, etc.).

TABLE 2: Cost Recovery 2009-2012

<b>Service Area</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
Athletic Fields	29.9%	29.0%	33.9%

The information presented in Tables 1 and 2 displays larger revenue and cost recovery levels in 2011 than in previous years. There are two main reasons for this increase, including: 1) An abnormally dry summer with significantly less “rain days” that resulted in more rental hours used by organizations, and 2) The addition of Rambler Park and Leibel Field (only available for use in September – November, 2011) as two new rental facilities resulting in increased revenue.

## **Review of market information**

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<sup>1</sup> The benefits-based approach recognizes that the role of the municipality is to provide a base level of service that enables the majority of citizens to participate in a range of leisure services; however, those who benefit from a particular City service are expected to pay for that service according to the level of value or benefit received. Specifically, this approach suggests that when the community benefits from an individual’s use of a program or services as a whole (i.e., services provided to children or youth), all citizens should pay for the program or service through higher levels of subsidization. When an individual benefits from the use of a program or service (i.e., advanced levels of instruction or programs and services that are targeted for adults), individuals should pay through user fees.

An environmental scan of comparable facilities across Western Municipalities and in Regina (such as rates at the University of Regina) verifies that the City of Regina's rental rates for outdoor recreational facilities are comparable to what other service providers charge.

### **Highlights of Recommended Schedule**

All rental rates have been increased by approximately three percent in order to maintain existing cost recovery rates and adjust for the increased costs of operating and maintaining outdoor recreational facilities.

### **RECOMMENDATION IMPLICATIONS**

#### **Financial Implications**

Implementation of the proposed fee schedule, which includes an approximate increase of three percent in order to ensure cost recovery levels are maintained, will result in nominal increases in revenue to the City in 2013. Based on 2012 projected revenues and assuming demand for rentals stay at a similar level to 2012, this rate increase would result in approximately \$16,000 of additional revenue. This additional revenue will allow the City to mitigate bearing the full burden of the increased costs of facility operation and maintenance.

#### **Environmental Implications**

There are no environmental implications related to the content of this report.

#### **Strategic Implications**

The Community Development, Recreation & Parks Department has undertaken a comprehensive review of services in an effort to develop long-term strategies that appropriately balance the responsibility of users to pay for the services they receive with the municipality's role to subsidize services that provide benefits to the community-at-large. This review, scheduled to be complete in spring 2013, considers recommendations for increased revenue as well as identifies opportunities for cost reductions and efficiencies. It will also include recommendations regarding the inclusion of corporate overhead as a component of future pricing models and cost recovery reporting. A long-term fees and charges strategy will be brought forward to City Council in the summer of 2013 as a part of this review.

#### **Other Implications**

There are no other implications related to the content of this report.

#### **Accessibility Implications**

By setting cost recovery targets of approximately 25% for athletic fields, and subsidizing Youth rental rates at 65% of the Adult rate, the City of Regina makes every effort to offer affordable rental rates that allow sport organizations to charge lower rates for youth participation.

The City makes physical accessibility a major focus whenever building new facilities and also looks to improve the accessibility to existing facilities for persons with disabilities.



## COMMUNICATIONS

The Administration has consulted with frequent facility rental groups to discuss the inflationary increase proposed within this 2013 fee schedule. More than 65 groups were notified and consulted with through email or personal interviews. While little feedback was received from the groups regarding these newly proposed rates, this limited feedback is in line with past years where inflationary increases have been supported by the organizations because groups understand the need for gradual increases to cover increasing costs. Groups have stated in the past that inflationary increases have little to no impact on their programs and that they are able to justify those minimal cost increases to their participants.

The Administration also meets with user groups throughout the year to discuss numerous topics including fees and charges. There are no significant outstanding issues pertaining to the current fees and charges strategy that have been brought up by user groups throughout these meetings.

Upon approval of the Community Development, Recreation & Parks Fees and Charges, Schedule H, the Administration will ensure customers have advance notice of the rental fee changes by communicating through the City of Regina website. Rental groups will be sent correspondence advising them of the fee change prior to the fees being implemented. It should be noted that the implementation dates for the proposed increases will provide organizations and groups with adequate time to plan their programs and if necessary, adjust their fees to reflect the City's new fees.

## DELEGATED AUTHORITY

This disposition of this report requires City Council approval.

Respectfully submitted,

COMMUNITY AND PROTECTIVE SERVICES COMMITTEE



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Linda Leeks, Secretary

December 17, 2012

To: His Worship the Mayor  
and Members of City Council

Re: Appointment of Pest Control Officers and Bylaw Enforcement Officers

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**RECOMMENDATION OF THE COMMUNITY AND PROTECTIVE SERVICES  
COMMITTEE  
- DECEMBER 12, 2012**

1. That the City Solicitor be instructed to amend Bylaw 2009-71 being *The Appointment and Authorization of City Officials Bylaw, 2009* to:
  - (a) appoint the following people as Pest Control Officers under *The Pest Control Act* from January 1, 2013 until December 31, 2013 unless the officer's employment with the City of Regina is terminated sooner:
 

<u>Name</u>	<u>Position</u>
Ray Morgan	Manager, Forestry, Horticulture and Pest Control
Wade Morrow	Supervisor, Pest Management
Russell Eirich	Supervisor, Forestry
Ryan Johnson	Pest Control Officer
  - (b) delegate authority to the Deputy City Manager, Community Planning and Development to appoint Bylaw Enforcement Officers pursuant to section 337 of *The Cities Act*.
2. That within 14 days of City Council passing the amendments to Bylaw 2009-71, that the City Clerk notify the Ministry of Agriculture of the appointment of the Pest Control Officers, as required by *The Pest Control Act*.

*COMMUNITY AND PROTECTIVE SERVICES COMMITTEE – DECEMBER 12, 2012*

The Committee adopted a resolution to concur in the recommendation contained in the report.

Councillors: John Findura, Jerry Flegel, Shawn Fraser, Mike O'Donnell and Barbara Young were present during consideration of this report by the Community and Protective Services Committee.

The Community and Protective Services Committee, at it's meeting of December 12, 2012 considered the following report from the administration:

## RECOMMENDATION

1. That the City Solicitor be instructed to amend Bylaw 2009-71 being *The Appointment and Authorization of City Officials Bylaw, 2009* to:

- (a) appoint the following people as Pest Control Officers under *The Pest Control Act* from January 1, 2013 until December 31, 2013 unless the officer's employment with the City of Regina is terminated sooner:

<u>Name</u>	<u>Position</u>
Ray Morgan	Manager, Forestry, Horticulture and Pest Control
Wade Morrow	Supervisor, Pest Management
Russell Eirich	Supervisor, Forestry
Ryan Johnson	Pest Control Officer

- (b) delegate authority to the Deputy City Manager, Community Planning and Development to appoint Bylaw Enforcement Officers pursuant to section 337 of *The Cities Act*.

2. That within 14 days of City Council passing the amendments to Bylaw 2009-71, that the City Clerk notify the Ministry of Agriculture of the appointment of the Pest Control Officers, as required by *The Pest Control Act*.

## CONCLUSION

*The Pest Control Act* requires that Pest Control Officers be appointed by City Council. The Act does not contain a provision permitting City Council to delegate this authority. Prior to 2009 these appointments were made by resolution. In 2009 the City enacted *The Appointment and Authorization of City Officials Bylaw, 2009* to improve transparency and to make the City's various authorizations and appointments easier to locate. Annual amendments to the Bylaw are required to make the appointments of Pest Control Officers as these appointments are required to be made annually.

In addition, the proposed amending Bylaw will make a delegation of authority pursuant to sections 100 and 337 of *The Cities Act* to allow the Deputy City Manager, Community Planning and Development to appoint, assign duties of, and fix the remuneration of Bylaw Enforcement Officers.

## BACKGROUND

*The Appointment and Authorization of City Officials Bylaw, 2009* was enacted in 2009 in an effort to move away from appointing specific individuals to appointing persons by position titles where bylaws and statutes create and appoint various statutory officers. At that time many of the appointments had become outdated.

### **Pest Control Officers**

In some cases, like that of Pest Control Officers, provincial legislation requires these appointments to be made by individual, and therefore, the City is unable to avoid annual appointment.

In 2003, a letter was sent to the Premier at the direction of City Council requesting that the provisions requiring annual appointments of Weed Inspectors and Pest Control Officers and the reporting of these appointments to the province be repealed. The Deputy Premier replied, denying the City's request stating that the appointments and reporting "are critical to the functioning of the legislation". The province has since amended *The Weed Control Act* to permit delegation to the administration, which was done by bylaw in 2011. The corresponding provisions in *The Pest Control Act* remain unchanged.

### **Bylaw Enforcement Officers**

Since the enactment of *The Appointment and Authorization of City Officials Bylaw, 2009*, the appointment of bylaw Enforcement Officers is made by reference to position titles within the organization through each bylaw they enforce. Prior to 2009, the City had designated individual employees as Bylaw Enforcement Officers by way of City Council resolution. When these lists became outdated the City's enforcement efforts were complicated by having to ensure that authorizations made by Council are regularly updated.

## **DISCUSSION**

### **Pest Control Officers**

*The Pest Control Act* requires that Pest Control Officers be appointed by City Council on an annual basis.

The Administration proposes to have the following persons be appointed as Pest Control Officers for 2013:

<u>Name</u>	<u>Position</u>
Ray Morgan	Manager, Forestry & Pest Control, Parks & Open Space
Wade Morrow	Supervisor, Pest Management
Russell Eirich	Supervisor, Forestry
Ryan Johnson	Pest Control Officer

### **Bylaw Enforcement Officers**

Bylaw Enforcement Officers are currently defined by reference to position titles within the organization through each bylaw they enforce. There are occasions when Bylaw Enforcement Officers are required to act as bylaw enforcement officers of the City outside of these specific bylaws, for example to serve summons' under *The Summary Offences Procedure Act, 1990*. Delegating authority to the Deputy City Manager, Community Planning and Development will allow the appointment and assignment of duties of an officer without requiring Council approval for each individual appointment or assignment.

## **RECOMMENDATION IMPLICATIONS**

### **Financial Implications**

There are no financial implications arising from this report.

### **Environmental Implications**

There are no environmental implications arising from this report.

### Strategic Implications

Appointing Pest Control Officers by bylaw instead of resolution increases transparency as such appointments are more readily accessible. Delegating the authority to appoint, assign duties and determine remuneration of Bylaw Enforcement Officers enhances the efficiency of City Administration.

### Accessibility Implications

There are no accessibility implications arising from this report.

### Other Implications

None with respect to this report.

### COMMUNICATIONS

Section 14 of *The Pest Control Act* requires the City Clerk to notify the Minister of Agriculture of Council's appointment of Pest Control Officers within 14 days of the appointment.

The City will advise the Wascana Centre Authority and surrounding municipalities of the appointments.

### DELEGATED AUTHORITY

Bylaw amendments and delegation of Council's authority to the City Administration requires City Council approval.

Respectfully submitted,

COMMUNITY AND PROTECTIVE SERVICES COMMITTEE



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Linda Leeks, Secretary

December 17, 2012

To: His Worship the Mayor  
and Members of City Council

Re: Reserve Changes to *The Regina Administration Bylaw* No. 2003-69

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**RECOMMENDATION OF THE EXECUTIVE COMMITTEE  
- DECEMBER 12, 2012**

That the City Solicitor be instructed to prepare the necessary bylaw amendments to *The Regina Administration Bylaw*, Bylaw No. 2003-69 based on the following recommendations:

1. For the Asphalt Reserve:
  - That the minimum and maximum target balances be set at \$300,000 and \$1.5 million respectively.
  - That Section 25(a) of Schedule “A” of *The Regina Administration Bylaw*, Bylaw No. 2003-69 be repealed and substituted with the following wording:
    - (a) the net revenue or expenditure for the year for the asphalt plant operations.
2. That the minimum and maximum target balances for the Employer-Provided Parking Reserve be set at \$400,000 and \$6.0 million, respectively.
3. For the Regina Police Service General Reserve:
  - That a minimum target balance of \$400,000 and a maximum target balance of \$2.0 million be set for the Regina Police Service General Reserve.
  - That the reserve provisions be amended so that:
    - the amount of net revenue or expenditure to be transferred to or from the Regina Police Service General Reserve is the difference between the Regina Police Services actual net operating revenue or expenditure and the budgeted net operating revenue or expenditure.
4. That a minimum target balance of \$100,000 and a target maximum balance of \$6.0 million be established for the Regina Police Service Radio Equipment Reserve.
5. That no target balances should be established for the Social Development Reserve at this time, as this reserve fund does not clearly lend itself to the target balance requirement.
6. That a minimum target balance of \$400,000 and maximum target balance of \$3.0 million be established for the Technology Reserve.
7. That the Asset Revitalization Reserve be amended so that, under authority of the City Manager, any transfer of any surplus interest from the reserve be limited to not more than the surplus interest previously accumulated in the reserve.

*EXECUTIVE COMMITTEE – DECEMBER 12, 2012*

The Committee adopted a resolution to concur in the recommendation contained in the report.

Mayor Michael Fougere, Councillors: Bryon Burnett, John Findura, Jerry Flegel, Shawn Fraser, Bob Hawkins, Terry Hincks, Wade Murray, Mike O'Donnell and Barbara Young were present during consideration of this report by the Executive Committee.

The Executive Committee, at its meeting held on December 12, 2012, considered the following report from the Administration:

RECOMMENDATION

That the City Solicitor be instructed to prepare the necessary bylaw amendments to *The Regina Administration Bylaw*, Bylaw No. 2003-69 based on the following recommendations:

1. For the Asphalt Reserve:
  - That the minimum and maximum target balances be set at \$300,000 and \$1.5 million respectively.
  - That Section 25(a) of Schedule “A” of *The Regina Administration Bylaw*, Bylaw No. 2003-69 be repealed and substituted with the following wording:
    - (a) the net revenue or expenditure for the year for the asphalt plant operations.
2. That the minimum and maximum target balances for the Employer-Provided Parking Reserve be set at \$400,000 and \$6.0 million, respectively.
3. For the Regina Police Service General Reserve:
  - That a minimum target balance of \$400,000 and a maximum target balance of \$2.0 million be set for the Regina Police Service General Reserve.
  - That the reserve provisions be amended so that:
    - the amount of net revenue or expenditure to be transferred to or from the Regina Police Service General Reserve is the difference between the Regina Police Services actual net operating revenue or expenditure and the budgeted net operating revenue or expenditure.
4. That a minimum target balance of \$100,000 and a target maximum balance of \$6.0 million be established for the Regina Police Service Radio Equipment Reserve.
5. That no target balances should be established for the Social Development Reserve at this time, as this reserve fund does not clearly lend itself to the target balance requirement.

6. That a minimum target balance of \$400,000 and maximum target balance of \$3.0 million be established for the Technology Reserve.
7. That the Asset Revitalization Reserve be amended so that, under authority of the City Manager, any transfer of any surplus interest from the reserve be limited to not more than the surplus interest previously accumulated in the reserve.

## CONCLUSION

In 2011, the Administration conducted reviews on several of the reserves outlined in Schedule “A” of *The Regina Administration Bylaw*, Bylaw No. 2003-69, a bylaw established for the purpose of: defining the powers, duties, accountabilities and functions of certain City Officials and City employees; establishing policies and practices for the administration of certain financial, acquisition, investment, assessment and taxation functions; and establishing fees and charges. The goal of these reviews was to establish appropriate administrative and authoritative guidelines respecting the reserves, as well as to determine reasonable minimum and maximum target balances for each of these reserves. Council approval was given for these recommendations. The remainder of the reserves, with the exception of the Group Benefit Reserves, have also been reviewed in accordance with this goal. Amendments to *The Regina Administration Bylaw*, Bylaw No. 2003-69 are recommended as contained in this report.

## BACKGROUND

In 2003, Schedule “A” of *The Regina Administration Bylaw*, Bylaw No. 2003-69 was created, specifying the purpose of each reserve and the procedure for calculating year-end reserve balances. Since then, multiple amendments to this bylaw have occurred, including addition of new reserves and establishment of target balances for reserves.

Section 8.1 (a) of Schedule “A” establishes the need for setting minimum and maximum target balances for each of the City reserves. This bylaw requires the Deputy City Manager & CFO to submit an annual report to Council for approval that includes a list of every reserve in Schedule “A” that as of the previous December 31<sup>st</sup> had a balance that is greater than its maximum target balance or less than its minimum target balance. In 2011, the Administration commenced the process of reviewing the City’s reserves. Based on these reviews, minimum and maximum target balances were determined for several of these reserves, and Council approval was given for those recommendations. This report contains recommendations for target balances with respect to the remaining six reserves in Schedule “A” that are currently without target balances. A complete list of reserves along with their minimum and maximum target balances is included with this report as Appendix A.

## DISCUSSION

*The Regina Administration Bylaw*, Bylaw No. 2003-69, together with the Reserve Policy provides the requirement for prudent management of the City’s reserves by ensuring that target balances are established for each reserve. Target balances provide a good financial planning tool when combined with a realistic analysis of future financial needs and obligations. There are currently six reserves without target balances. This has implications with respect to the annual report on reserves as there are no benchmarks against which the year-end balances of these reserves can be compared. In addition, the lack of target balances also makes it fairly challenging for reserve funds to be managed most efficiently. These concerns could potentially affect the City’s ability to mitigate financial impacts of major, nonrecurring or unforeseen expenditures on



the annual budget. To help address these issues, including ensuring full compliance to Section 8.1 of the bylaw, the remaining six reserves were reviewed and appropriate target balances have been recommended where applicable as discussed below.

### *Asphalt Plant Reserve*

The Asphalt Reserve is used to provide funding for the maintenance and capital requirements of the City's asphalt plant. The reserve is funded through a \$5 per tonne charge on the asphalt produced in the plant after deducting maintenance costs. This funding model was reviewed and opportunities for improvement were identified as highlighted below.

In 2011, Asphalt Production & Material Services produced more asphalt than was forecasted. This situation, along with efficiencies in the operations of the plant resulted in a decrease in the cost per tonne of asphalt produced, and a substantially high revenue for the Asphalt Production branch. As the annual transfer (\$5 per tonne of asphalt produced less maintenance costs) to the reserve was already achieved, Asphalt Production & Material Services ended the season with an excessively high surplus (higher than needed to support the upgrading requirements of the asphalt plant). By contrast, the program areas who utilize asphalt for their work ended the season with a corresponding high deficit because the surplus to Asphalt Production & Material Services was realized from these areas. Consequently, the surplus was credited back to the program areas at the end of the year, at which time it was already too late for them to utilize these funds. This process creates a risk whereby the program areas utilizing asphalt might be unable to accomplish as much work as they would have if they knew earlier in the season that extra dollars would be available. Furthermore, a lot of administrative effort is expended on identifying the appropriate program accounts to be credited with the surplus. This current practice does not fully support the City's move towards optimizing resources.

Based on a methodology that examines the historical cost of upgrading and maintaining the asphalt plant along with a 5-year projected operating and capital requirements, the Administration is recommending:

- That a minimum target balance of \$300,000 and a maximum target balance of \$1.5 million be set for the Asphalt Reserve.
- That Section 25 (a) of Schedule A of *The Regina Administration Bylaw*, Bylaw No. 2003-69 be repealed and substituted with the following wording:
  - (a) the net revenue or expenditure for the year for the asphalt plant operations.

These changes would help eliminate the effort invested in crediting back surplus revenues to program areas as any surplus or deficit from the asphalt plant operations would be cleared through the Asphalt Reserve. It would also allow for efficient management of the reserve, while ensuring that a balance is maintained between saving incrementally for future capital requirements and the need to support other program areas to accomplish more work with available resources.

### *Employer-Provided Parking Reserve*

The Employer-Provided Parking Reserve provides funding for the operation, maintenance, and capital requirements of City-provided parking lots and facilities. This reserve is funded through fees collected from employees who utilize the Employer-Provided Parking Program. Parking

fees are collected bi-weekly through employees' pay cheques. The parking fees for the City Hall parkade are currently set at \$40.50 and \$54 for frequent drivers and non-frequent drivers respectively, while the fees for the non-City Hall parking lots are \$8.25 for frequent drivers and \$11 for non-frequent drivers.<sup>1</sup> Fees are set to cover operating, maintenance, and capital construction costs, and are reviewed every two years.

The estimated value of the City's parking facilities is approximately \$12.5 million, composed of \$6.5 million for the City Hall parkade and \$6 million for the other parking lots. In 2008, the City invested \$1.6 million to upgrade the City Hall parkade. This project was largely funded through the City's annual budget as the Employer-Provided Parking Reserve was underfunded at that time. Since then, considerable improvements have been made with respect to ensuring that this reserve is managed more prudently such that all costs associated with the parking facilities are covered by the reserve. As at December 2011, the balance of this reserve was approximately \$708,000.

Based on the review of past revenues and expenditures, combined with projected operating revenues and capital requirements for the parking facilities, the Administration is recommending:

- That the minimum and maximum target balances for the Employer-Provided Parking Reserve be set at \$400,000 and \$6.0 million respectively.

The minimum amount is considered reasonable to help support operating needs during periods of severe revenue shortfall. The maximum amount of nearly 50 percent of the total value of the facilities is sufficient to help cover future capital requirements, as well as ensure the long-term sustainability of these facilities. However, parkade work scheduled and already begun for 2012 and 2013 will likely deplete this reserve below the \$400,000 recommended target minimum. The phasing in of parking fee increases is now beginning to ensure that this reserve grows at an appropriate rate. With the current rate of growth and work on the horizon, it is expected that the target minimum of \$400,000 will be achieved in 2015. Given this, it was concluded that the Administration will not recommend replenishment of this reserve while it is below its minimum in 2012 to 2014 since the target minimum is expected to be achieved in 2015.

Since the funds in this reserve are generated through user-fees paid by employees utilizing the parking facilities, it was considered inappropriate to transfer out funds from this reserve for other City purposes. As a result, the Administration has made the choice that when the reserve level reaches the set maximum target amount of \$6.0 million, parking fees would be reviewed and adjusted accordingly, taking into account the long-term capital requirements of this reserve.

#### *Regina Police Service General Reserve*

This reserve was created through Section 16 and 17 (Schedule A) of *The Regina Administration Bylaw*, Bylaw No. 2003-69, to help provide funding for any one-time operating expenditure included in the annual operating budget, as well as to provide funding for capital projects as requested by the Board of Police Commissioners and approved by Council. The reserve is funded through the operating surplus from the police annual operating budget, and unexpended capital funds from projects that are completed or not proceeding.

In 2012, Council approved approximately \$65.7 million as operating budget for the Regina Police Service (RPS). Ninety-one percent of the police budget is expended on payment of salaries and benefits. In addition, 65.5 of the 559.5 positions in the RPS are funded through

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<sup>1</sup> Information obtained from the Employer-Provided Parking Guidelines, 2010.

federal and provincial grants, and other sources. Most of these positions are not 100 percent funded. This means that any reduction in funding from these sources will have a comparable degree of impact on this reserve. In addition, unplanned events such as major criminal investigations and emergencies, which often take significant amount of overtime to deal with, could create additional constraints on budget. Furthermore, extra funds may be needed for contract settlements.

To deal with these concerns, the historical budgets for the police, along with past surpluses and deficits cleared through the RPS General Reserve were reviewed. The review shows that the largest one-time net surplus transferred to the reserve was \$1.5 million compared to the largest one-time net expenditure of \$1.6 million. The large surplus resulted from the promotional gap and salary lag experienced in 2008, while the deficit was due to capital funding in 2011. Also, the review indicates that the RPS annual budget increased approximately 24 percent in the last 5 years, from \$52.8 million in 2008 to \$65.7 million in 2012. The average budget within the period was \$59.3 million. As at December 2011, the balance of this reserve was \$2.1 million.

Given this review, along with a 5-year forecast of operating expenditures and capital needs, the Administration is recommending:

- That a minimum target balance of \$400,000 and a maximum target balance of \$2.0 million be set for the Regina Police Service General Reserve.
- That Section 17 of Schedule “A” of *The Regina Administration Bylaw*, Bylaw No. 2003-69 be amended so that:

the amount of net revenue or expenditure to be transferred to or from the Regina Police Service General Reserve pursuant to clause 16(a) is the difference between the Regina Police Services actual net operating revenue or expenditure and the budgeted net operating revenue or expenditure.

The minimum target amount is set fairly low to allow for access to funds in the reserve in a prudent manner, while the maximum target amount is based on the largest net expenditure of \$1.6 million from the reserve plus a 25 percent contingency. As some of the operating and capital needs of the police are covered through the City’s General Fund Reserve (GFR), setting the maximum target amount for the reserve at \$2.0 million is reasonable. This amount is appropriate to deal with any operating shortfall in the Police budget not covered through the GFR.

#### *Regina Police Service Radio Equipment Reserve*

This reserve provides funding for the City owned trunked radio system and other expenditures attributable to the operations of the Communication Technology Unit (CTU). The CTU is operated by the Regina Police Service on behalf of other City Departments who use the trunked radio system. The annual operating budget for the CTU is determined for the following year, and the revenue to fund the budget is received from users (based on a per radio fee established in accordance with the approved budget). The CTU budget includes salaries, service contracts and maintenance agreements. At year-end, any operating surplus is transferred to the Regina Police Service Radio Equipment Reserve to fund future requirements in compliance with Section 15 of Schedule “A” of *The Regina Administration Bylaw*, Bylaw No. 2003-69.

A 10-year review of the CTU indicates that annual operating budget averaged \$320,000, with the lowest budget of \$192,000 in 2001 and the highest budget of \$382,000 in 2011. Also, the largest one-time surplus transferred to the reserve was \$107,500 in 2009 compared to the largest net expenditure of \$122,000, which occurred in 2003. As at December 2011, the balance of this reserve was approximately \$238,000.

Many of the existing components of the radio communication system are at the end of their lifecycle. Upgrading to a robust and technically feasible system is needed. The cost of this project is estimated to be approximately \$6 million. This project cannot be funded through the Radio Equipment Reserve as the reserve is underfunded. To prudently manage the communication technology program, it is essential, going forward, to build up this reserve to cover the future replacement cost of these communication tools. Based on this rationale, it is recommended that:

- The minimum and maximum target balances for the Regina Police Radio Equipment Reserve be set at \$100,000 and \$6.0 million respectively.

### *Social Development Reserve*

The Social Development Reserve was established for the purpose of funding capital projects or capital grants in furtherance of social development, including affordability and sustainability initiatives in housing within the City of Regina. This reserve is funded through transfers from the annual operating or capital budget, and through a revenue sharing agreement with the Province of Saskatchewan through the Saskatchewan Housing Corporation (SHC). The latter funding arrangement has been terminated following the acquisition of the South-East lands by the City.

Consideration was given to some complex issues with respect to setting minimum and maximum target balances for the Social Development Reserve.

1. A review conducted on the Social Development Reserve indicates that, within the last 10 years, revenue inflows to this reserve have been generated through the partnership agreement with the SHC.
2. The Land Holding Agreement between the SHC and the City outlines the purpose of the agreement as the acquisition and holding of land for housing and related purposes. In addition, the Windsor Phase IV Development Agreement requires that the City's share of revenue from that development be used to fund capital projects related to housing as approved by the Board of the SHC. This means that the funds in the Social Development Reserve appear to be development contributions with external restrictions, which technically designates these funds as "deferred revenues." This therefore appears to restrict the City from utilizing funds in the Social Development Reserve for purposes other than housing related projects, unless with approval from the SHC. Further research will need to be conducted by the Finance Department to clarify whether this reserve should be recorded as deferred revenue.
3. The City of Regina is experiencing an unprecedented economic growth that has continued to attract more residents to the City. However, the City continues to face increasing challenges related to meeting the growing housing needs sparked off by this growth. For this reason, setting a maximum target limit on the Social Development Reserve at this time, with a view to transferring out excess funds would suggest placing additional constraints on the City's effort towards encouraging social development programs required to support the growing economy.

Given these complexities, and to avoid potential contravention of the partnership agreement, the Administration is recommending that minimum and maximum target balances should not be set for the Social Development Reserve at this time, as this reserve fund does not clearly lend itself to the target balances requirement.

Despite the above, preliminary appraisal has indicated that the development of the South-East lands would generate substantial revenue in the future. When these revenues start flowing into the Social Development Reserve, a review would be undertaken at that time to determine whether any justification exists for establishing target balances.

### *Technology Reserve*

The Technology Reserve was established to help provide funding for the upgrading requirements of the City's technological equipment and systems. Initially, the primary purpose of this reserve was to ensure that funding was available to purchase large pieces of equipment for Print Services (printing press, large copiers, mail inserters) when they became obsolete. Based on this, \$35,000 in revenue was being transferred to the reserve from Print Services every year. This funding has been reviewed by ITS and there are plans to discontinue this funding approach, once a new funding model has been finalized. Going forward, ITS will be leasing large pieces of equipment instead of purchasing them, and charging back equipment costs to the customer.

A draft "funding model" is being developed, which will ensure that the Technology Reserve is used more effectively throughout ITS. As a first step in the new funding model, the Water Utility provides a yearly payment of \$300,000 to the Technology Reserve as part of their 20-year model. As at December 2011, the balance of the Technology Reserve stood at \$435,933.

A 5-year analysis of historical funding shows that funding from the Technology Reserve averaged \$247,000 compared to average capital expenditures of approximately \$1.4 million on IT, with the average reserve balance at \$863,000. In addition, a 5-year forecast also indicates a considerable shortage of funds in the reserve to support capital needs. The reserve is projected to average \$951,000 compared to overall capital expenditures on IT, which are expected to average \$2.9 million. This implies that the funding needed to help the City leverage innovation opportunities offered by technology would continue to be provided through the City's annual budget. Given this review, the Administration is recommending:

- That a minimum target balance of \$400,000 and maximum target balance of \$3.0 million be established for the Technology Reserve.

This would provide for a more sustainable funding for the City's technology equipment and systems through the Technology Reserve, with less emphasis on the annual City budget.

### *Asset Revitalization Reserve*

Section 32 (f), Schedule "A" of *The Regina Administration Bylaw*, Bylaw No. 2003-69 requires amendment for clarity. The main intent of this clause is to give the City Manager the authority to transfer funds to and from the Asset Revitalization Reserve with limitations. The transfer of any surplus interest from the reserve must not be more than the surplus interest previously accumulated in the reserve.

Therefore, to provide for better understanding and application of this clause, it is recommended that Section 32 (f), Schedule “A” of *The Regina Administration Bylaw*, Bylaw No. 2003-69 be amended so that, under authority of the City Manager, any transfers are limited to the surplus interest revenue generated in the current fiscal year, as compared to the estimated interest revenue in the annual operating budget. Transfers out of this reserve cannot exceed the cumulative surplus interest revenue accumulated within the reserve.

A summary of the recommended minimum and maximum target amounts for the reserves in this report and other reserves, along with the methodology employed in determining these amounts is provided in Appendix A.

### RECOMMENDATION IMPLICATIONS

#### Financial Implications

None with respect to this report as there are no requirements to inject new funds or to transfer out funds in order to meet the recommended minimum and maximum target amounts for each of these reserves.

#### Environmental Implications

None with respect to this report.

#### Strategic Implications

Establishing minimum and maximum target balances for these reserves in the bylaw will help improve governance and financial management of the City’s reserve portfolio. In addition, setting target balances for each of the City reserves would encourage long-term planning as well as incremental saving, which will help mitigate the financial impact of major, nonrecurring or unforeseen expenditures on the City’s annual operating budget.

#### Other Implications

None with respect to this report.

#### Accessibility Implications

None with respect to this report.

### COMMUNICATIONS

None with respect to this report.

### DELEGATED AUTHORITY

This report requires City Council approval.

Respectfully submitted,

EXECUTIVE COMMITTEE



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Amber Smale, A/Secretary

## Appendix A

### Reserves in this Report:

<b>Reserve</b>	<b>Balance as at Dec. 31, 2011</b>	<b>Minimum Balance*</b>	<b>Maximum Balance*</b>	<b>Methodology</b>
Asphalt Reserve	\$1.12 million	\$300,000	\$1.5 million	Based on review of historical data and 5-year projected operating and capital requirements for the asphalt plant.
Employer-Provided Parking Reserve	\$708,000	\$400,000	\$6.0 million	Based on review of historical data and projected operating revenues, expenditures and capital needs of the parking facilities.
Regina Police Service General Reserve	\$2.14 million	\$400,000	\$2.0 million	Based on a 10-year review of historical budgets and 5-year forecast of operating expenditures, revenues and capital requirements.
Regina Police Service Radio Equipment Reserve	\$223,000	\$100,000	\$6.0 million	10-year historical budget (including operating surplus and deficit), along with a 5-year forecast of operating expenditures, revenues and capital requirements for the Communication Technology Unit.
Social Development Reserve	\$4.88 million	Not required at this time.	Not required at this time.	Based on the former Land Holding Agreement which technically places restrictions on the funds in the SDR.
Technology Reserve	\$436,000	\$400,000	\$3.0 million	Based on a 5-year review of historical revenues and expenditures, along with a 5-year projection of IT capital requirements.

\* Subject to changes based on changing priorities.

**Other Reserves:**

<b>Reserve</b>	<b>Balance as at Dec 31, 2011</b>	<b>Minimum Balance*</b>	<b>Maximum Balance*</b>	<b>Methodology</b>
Asset Revitalization Reserve	\$4.79 million	\$0	\$10.0 million	Based on past history and predicted future capital requirements for revitalization.
Cemetery Reserve	\$479,000	\$0	\$625,000	10 year forecast of operating expenditures, revenues and capital requirements.
Community Investment Reserve	\$832,000	\$0	\$350,000	Based on past history and priorities of program funded by this reserve
Fleet Replacement Reserve - Civic - Fire - Transit - Small Tools	\$855,000 \$0 \$201,000 \$317,000 <b>\$1,373,000</b>	\$2.5 million \$450,000 \$1.8 million \$42,000 <b>\$4,792,000</b>	\$5.5 million \$900,000 \$3.6 million \$84,000 <b>\$10,084,000</b>	10 year forecast of operating expenditures, revenues and capital requirements. The maximum balance is not to exceed one year of capital commitments.
General Fund Reserve	\$35.95 million	5% of annual budgeted general operating revenues (i.e. \$15.53 million)	10% of annual budgeted general operating revenues (i.e. \$31.05 million)	The maximum balance is 10% of future budgeted general operating revenues. Amounts in excess of 10% to be transferred to Asset Revitalization Reserve or another reserve requiring an injection.
General Utility Reserve	\$49.29 million	\$33.0 million	\$80.0 million	2011 Utility Model which includes 20 year projected operating expenditures, revenues and capital requirements.
Golf Course Reserve	\$850,000	\$500,000	\$2.0 million	10 year forecast of operating expenditures, revenues and capital requirements.
Group Benefit Reserve – no minimums and maximums set	n/a	n/a	n/a	n/a
Land Development Reserve	\$8.36 million	\$2.0 million	\$12.0 million	5 year projection based on 2011-2015 General Capital Program and established balances as set by Council.
Pest Management Reserve	\$137,000	\$0	\$700,000	50% of the average yearly pest control expenditures



Planning and Sustainability Stabilization Reserve	\$781,000	\$500,000	\$7.0 million	Balances based on an operating component (200% of operating budget expenditures) and a capital component (determined by amortization of capital assets).
Solid Waste Reserve	\$10.75 million	\$300,000	\$13.0 million	10 year forecast of operating expenditures, revenues and capital requirements, as identified in the department's forecast model.
Winter Road Maintenance Reserve	\$3.523 million	\$3.523 million	\$3.923 million	Balances based on using a ten year average of actual expenditures for road maintenance and subtracting/adding the variance between budgeted and actual expenditures

\* Subject to changes based on changing priorities

December 17, 2012

To: His Worship the Mayor  
and Members of City Council

Re: Proposed Uniform Assessment Rates - 2013 Local Improvement Program

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**RECOMMENDATION OF THE PUBLIC WORKS COMMITTEE  
- DECEMBER 11, 2012**

1. That the following uniform assessment rates for the 2013 Local Improvement Program be approved:

Type of Construction	Prepaid Rate (\$) per Front Metre	Annual Rate (\$) per Front Metre
Water Main	244.63	34.14
Storm Sewer	342.49	47.80
Sanitary Sewers	208.98	29.17
Combined Works	631.15	88.08
Residential Pavement (8.5m traffic width)	378.30	52.80
Residential Pavement (10.36m traffic width)	453.95	63.35
Commercial Pavement (11.00m traffic width)	675.38	94.26
Curb and Gutter	196.54	27.43
Concrete Walk (up to 1.83m width)	190.00	26.52
Concrete Walk (each additional 0.61m width)	91.74	12.80
Monolithic Walk, Curb and Gutter (up to 1.83m width)	386.52	53.94
Alley Upgrades	Prepaid Rate (\$) per Rear Metre	Annual Rate (\$) per Front Metre
Alley Paving (residential)	324.29	45.26
Alley Paving (commercial)	378.53	52.83
Alley Lighting Installation (incl. Fixtures, poles & power source)	77.86	10.87
Alley Lighting Installation (Fixtures Only)	49.70	6.94

Note: Annual rate is based on 6.57% interest rate.

2. That the City Solicitor be requested to prepare the required uniform rates bylaw for the 2013 uniform rates using the rates and information provided for in this report.

3. That the City Solicitor be requested to amend the annual interest rate in section 5 of *The 2012 Local Improvement Uniform Rates Bylaw No. 2012-7*, from 6.74% to 6.57%, which is lower than the rate established in 2012.

*PUBLIC WORKS COMMITTEE – DECEMBER 11, 2012*

The Committee adopted a resolution to concur in the recommendation contained in the report.

Councillors: John Findura, Bob Hawkins, Terry Hincks and Barbara Young were present during consideration of this report by the Public Works Committee.

The Public Works Committee, at its meeting held on December 11, 2012, considered the following report from the Administration:

RECOMMENDATION

1. That the following uniform assessment rates for the 2013 Local Improvement Program be approved:

Type of Construction	Prepaid Rate (\$) per Front Metre	Annual Rate (\$) per Front Metre
Water Main	244.63	34.14
Storm Sewer	342.49	47.80
Sanitary Sewers	208.98	29.17
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Alley Lighting Installation (Fixtures Only)	49.70	6.94

Note: Annual rate is based on 6.57% interest rate.

2. That the City Solicitor be requested to prepare the required uniform rates bylaw for the 2013 uniform rates using the rates and information provided for in this report.
3. That the City Solicitor be requested to amend the annual interest rate in section 5 of *The 2012 Local Improvement Uniform Rates Bylaw No. 2012-7*, from 6.74% to 6.57%, which is lower than the rate established in 2012.

## CONCLUSION

New uniform assessment rates are required for the 2013 Local Improvement Program (LIP). The 2013 Uniform Assessment Rates proposed in this report were calculated based on actual construction costs for both surface works and underground works in new areas. Data regarding costing was obtained from engineering consultants working with private sector contractors on new subdivision construction in Regina in 2012. This data has been evaluated in combination with comparable 2012 City contract prices to set new uniform rates. The construction cost analysis determined that costs for all types of concrete and asphalt work have increased by 10 percent over last year. Costs for water main, storm and sanitary sewer work have also increased by 10 percent. The rates for Alley Lighting Installation (Fixtures Only) have increased by 22 percent. Alley Lighting Installation (incl. Fixtures, poles & power source) costs have increased by 4.5 percent based on private sector 2012 construction cost.

## BACKGROUND

All City of Regina local improvements are done in accordance with provincial legislation called the *Local Improvements Act, 1993*. This legislation allows municipalities to specially assess the property for work or services from which the property benefits. City of Regina has used LIP to partially finance necessary improvements to municipal infrastructure. In recent years, LIP allowed the City to replace some sidewalks, curbs and gutters after the original infrastructure reached the end of its life.

The current practice is that LIP is applied when a block of a street requires more than 50 percent of the sidewalk, curb and gutter to be replaced in order to rehabilitate the existing road. If 50 percent or less of the concrete infrastructure replacement is required, the cost of that work is borne by the City.

City Council may declare, by resolution, that certain works are continuous or interlocking and are therefore a single project. For example, if the City planned to replace a sidewalk, curb and gutter for eight continuous blocks on a street, a resolution could be passed under Section 4 of *The Local Improvements Act, 1993* declaring the entire eight blocks as a single project. Construction is more efficient and cost effective when longer sections are constructed at the same time.

The LIP applies to all classifications of roadways, which include arterials, collectors, industrial/commercial and residential. At present, there is no charge to the property owners for the removal of the existing sidewalks, curb and gutters, pavement rehabilitation or any other work related to roadway reconstruction, such as renewal or replacement of the underground utilities done in conjunction with this program.

As part of this program, property owners may petition to have their location to be included in the local improvements program. They also can petition against local improvement work identified

by the Administration, and if successful (majority of the property owners petition against it), the location would be removed from the program.

The LIP requires City Council approval of the following three steps process to be completed in order to execute the construction projects under this program:

1. **Uniform Rates Approval** (which is the purpose of this report; typically provided in November or December) – Approval for setting the rates that will be applied to customers for the upcoming year under the Local Improvement Program.
2. **Program Locations Approval** (January/February) – Approval of the project locations where the City of Regina would like to utilize the Local Improvement Program.
3. **Program Approval** (March/April) – Approval to execute the projects under LIP.

In preparation for the 2013 Local Improvement Program, it is necessary to review construction and material costs, interest rates and economic trends in order to establish new uniform assessment rates. Uniform assessment rates include the portion of the cost of the work that is paid by benefiting property owners. The proposed 2013 uniform assessment rates are prepared in compliance with *The Local Improvements Act, 1993*.

## DISCUSSION

Assessment rates are calculated and revised annually based on the following policies previously approved by City Council:

1. Uniform assessment rates for water main, sidewalk, curb and gutter replacement in older developed areas are based on the cost of construction being carried out in new residential areas. Additional costs of removing existing infrastructure and pavement repair are borne by the City. Costs born by the benefiting property owners are approximately 60 percent of the total cost of sidewalks, curbs and gutters.
2. In certain pre-designated areas, commonly known as Neighbourhood Improvement Areas, Neighbourhood Improvement Program and Community Service Areas, an assessment reduction of 50 percent is applied thereby reducing the cost to the benefiting owner to approximately 30 percent for sidewalk, curb and gutter replacement.
3. The annual Local Improvement Program involves sidewalk, curb and gutter replacement. The cost of any other maintenance work undertaken at the same time, such as replacement or repair of sanitary and storm sewers and pavement renewal, is not assessed to the benefiting property owners.
4. The uniform assessment rate for back alley paving is based on total program cost with 100 percent being assessed to the benefiting property owners.
5. The uniform assessment rate for alley lighting is based on total program cost with 100 percent being assessed to the benefiting property owners. Two components make up the total program cost consisting of the supply and installation of street lights by SaskPower Corporation and the annual energy and maintenance charges paid to SaskPower Corporation for the alley lights. A large majority of the cost is for the energy component.

There are two types of alley lighting programs:

- a) Alley Lighting Installation (incl. Fixtures, poles & power source): for alleys that do not presently have poles for mounting alley lights, or do not have a power service. Costs for this type of installation are substantially higher due to the need to install new poles and power lines. Energy and maintenance costs are added to the installation costs.
  - b) Alley Lighting Installation (Fixtures Only): for alleys with existing poles, and a secondary power source already in place. The cost is lower as it only includes the installation of the fixtures. Energy and maintenance costs are added to the installation cost.
6. In accordance with City Policy, the term of repayment for Local Improvement charges is ten years.
7. The majority of the construction carried out under the Local Improvement Program is walk, curb and gutter replacement. However, uniform rates are established for other types of improvement to accommodate specific projects such as residential or commercial developments.

The 2013 uniform assessment rates proposed in this report were calculated based on actual 2012 construction costs for both surface works and underground works in new areas. Data regarding the costing was obtained from engineering consultants overseeing the work of private sector contractors on new subdivision construction in Regina in 2012.

#### Surface Works

In new subdivisions, the cost of concrete sidewalks, curb, gutter and asphalt increased by 10 percent from 2011 to 2012.

#### Sewer and Water main

In new subdivisions, water main, storm and sanitary sewer construction costs increased by 10 percent from 2011 to 2012.

#### Back Alley Lighting

The cost for back alley lighting upgrade installation increased by 22 percent, and back alley lighting new installation increased by 4.5 percent from 2011 to 2012, based on the private sector construction cost.

#### Financing

City Council sets the uniform assessment rates each year. The Finance Department proposes an interest rate for 2013, which is the average of the 10-year closed mortgage rates posted by CIBC, TD Canada Trust, Royal Bank, Bank of Montreal and Scotia Bank effective October 22, 2012. The average of the five banks was chosen in order to create a level of fairness, as some of the banks posted a different rate for the 10-year period.

City Council's policy is to adjust the previous year's uniform assessment rates on any works from other years that have not been completed if the interest rate in the year of construction is lower than the interest rate that existed when the uniform rates were established. A review of interest rates has been completed for 2013. The interest rate proposed for 2013 is 6.57 percent, which is lower than the rate established in 2012. Therefore an adjustment is required to the rates for 2012 work carried over to 2013. There was one location carried forward from 2012 to 2013 program.

A comparison of the revised 2012 and the proposed 2013 uniform assessment rates is shown in Appendix A.

## RECOMMENDATION IMPLICATIONS

### Financial Implications

The Local Improvement Program is funded through the Street Infrastructure Renewal Program. The uniform assessment rates applied against benefiting property owners form an integral part of the Local Improvement Program.

### Environmental Implications

There is a positive environmental impact caused by the replacement of deteriorated infrastructure. The condition of the infrastructure and the overall appearance of the streets are generally returned to "like new" condition. It has been observed in previous years that these improvements encourage many residents to improve their own properties.

### Strategic Implications

None with respect to this report.

### Other Implications

None with respect to this report.

### Accessibility Implications

On all locations where the sidewalk, curb and gutter are being replaced, pedestrian ramps will be installed at all corners.

## COMMUNICATIONS

The uniform assessment rates for the 2013 Local Improvement Program will be used to estimate the property owner's share of the cost. The estimated cost per property and the uniform assessment rates will be included in the mail out informational package that will be sent to all property owners affected by the 2013 Local Improvement Program.

DELEGATED AUTHORITY

The recommendation of this report requires City Council approval.

Respectfully submitted,

PUBLIC WORKS COMMITTEE

*Elaine Gohlke*

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Elaine Gohlke, Secretary



## APPENDIX A

### Comparison of 2012 and 2013 Uniform Assessment Rates for Local Improvements

Types of Construction	2012 Rates			2013 Rates	
	Prepaid Rate (\$) Per Front Metre	Annual Rate * (\$) Per Front Metre	Revised Annual Rate ** (\$) Per Front Metre	Prepaid Rate (\$) Per Front Metre	Annual Rate *** (\$) Per Front Metre
Water Mains	222.39	31.28	31.04	244.63	34.14
Storm Sewer	311.35	43.80	43.45	342.49	47.80
Sanitary Sewers	189.98	26.72	26.51	208.98	29.17
Combined Works	573.77	80.71	80.08	631.15	88.08
Residential Pavement (8.5m traffic width)	343.91	48.38	48.00	378.30	52.80
Residential Pavement (10.36m traffic width)	412.68	58.05	57.59	453.95	63.35
Commercial Pavement (11.0m traffic width)	613.98	86.37	85.69	675.38	94.26
Curb and Gutter	178.67	25.13	24.94	196.54	27.43
Concrete Walk (up to 1.83m width)	172.73	24.30	24.11	190.00	26.52
Concrete Walk (each additional 0.61m)	83.40	11.73	11.64	91.74	12.80
Monolithic Walk, Curb & Gutter (up to 1.83m width)	351.38	49.43	49.04	386.52	53.94
Alley Upgrades	Prepaid Rate (\$) Per Rear Lot Metre	Annual Rate* (\$) Per Rear Lot Metre	Revised Annual Rate** (\$) Per Rear Lot Metre	Prepaid Rate (\$) Per Rear Lot Metre	Annual Rate *** (\$) per Rear Lot Metre
Alley Paving (Residential)	294.81	41.47	41.14	324.29	45.26
Alley Paving (Commercial)	344.12	48.41	48.03	378.53	52.83
Alley Lighting New Installation	74.51	10.48	10.40	77.86	10.87
Alley Lighting Upgrade Installation	40.74	5.73	5.69	49.70	6.94

\* The 2012 annual rate was based on an interest rate of 6.74%

\*\* The 2012 revised annual rate is based on an interest rate of 6.57%

\*\*\* The 2013 annual rate is based on an interest rate of 6.57%

BYLAW NO. 2012-25

THE 2013 LOCAL IMPROVEMENTS UNIFORM RATES BYLAW, 2012

THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

**Interpretation**

1 In this Bylaw:

“**City**” means the municipal corporation of the City of Regina;

“**Council**” means the Council of the City.

**Uniform Rates**

2(1) Pursuant to section 20(1) of *The Local Improvements Act, 1993*, when the City undertakes any of the following works as a local improvement for 2013, the City will charge the following rates as a special assessment against the properties benefited by the works:

Type of Construction	Prepaid Rate (\$) per Front Metre	Annual Rate (\$) per Front Metre
Water Main	244.63	34.14
Storm Sewer	342.49	47.80
Sanitary Sewers	208.98	29.17
Combined Works	631.15	88.08
Residential Pavement (8.5m traffic width)	378.30	52.80
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Alley Paving (commercial)	378.53	52.83
Alley Lighting Installation (including fixtures, poles and power source)	77.86	10.87
Alley Lighting Installation (fixtures only)	49.70	6.94

Approved as to form this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

City Solicitor

- (2) The annual rates in subsection (1) are based on a 6.57% interest rate and a ten (10) year repayment period.

**Assessment Against Corner Lots**

- 3(1) Corner lots assessed for surface works will be assessed for the whole frontage of the lot and 30% of the flankage.
- (2) Corner lots assessed for underground works will be assessed for the whole frontage of the lot and any flankage exceeding 61 metres.

**Rates for NIP, NIA and Community Service Areas**

- 4 For properties in neighbourhoods designated by Council as a Neighbourhood Improvement Program Area, a Neighbourhood Improvement Area or a Community Service Area, the rates in section 2 for sidewalk or curb and gutter replacement are reduced by 50 percent.

**Commutation of Installments**

- 5 A person whose property has been specially assessed in respect of local improvement work may, at any time, commute the remaining unpaid installments of the special assessment by paying a sum which, with interest calculated at a rate of 6.57% per annum, will totally satisfy the annual charges as they become due.

**Coming into Force**

- 6 This Bylaw comes into force on January 1, 2013.

READ A FIRST TIME THIS 17<sup>th</sup> DAY OF December 2012.

READ A SECOND TIME THIS 17<sup>th</sup> DAY OF December 2012.

READ A THIRD TIME AND PASSED THIS 17<sup>th</sup> DAY OF December 2012

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
City Clerk

(SEAL)

CERTIFIED A TRUE COPY

\_\_\_\_\_  
City Clerk

## ABSTRACT

BYLAW NO. 2012-25

### THE 2013 LOCAL IMPROVEMENTS UNIFORM RATES BYLAW, 2012

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PURPOSE:	To set the uniform rates for the 2013 Local Improvements Program.
ABSTRACT:	<i>The Local Improvements Act, 1993</i> requires the rates used to assess local improvement charges for works under a local improvement program to be set by bylaw.
STATUTORY AUTHORITY:	Subsection 20(1) of <i>The Local Improvements Act, 1993</i> .
MINISTER'S APPROVAL:	Not Applicable
PUBLIC HEARING:	Not Applicable
PUBLIC NOTICE:	Not Applicable
REFERENCE:	Public Works Committee, December 11, 2012, PW12-16
AMENDS/REPEALS:	Not Applicable
CLASSIFICATION:	Administrative
INITIATING DIVISION:	City Operations
INITIATING DEPARTMENT:	Roadway Preservation

BYLAW NO. 2012-74

THE COMMUNITY SERVICES FEES AMENDMENT BYLAW, 2012

THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

- 1 The purpose of this Bylaw is to set 2013 rates for Athletic Fields and 2013 to 2015 rates for Golf Courses.
2. The authority for this Bylaw is section 8 of *The Cities Act*.
- 3 Bylaw No. 2011-67, being *The Community Services Bylaw, 2011* is amended in the manner set forth in this Bylaw.
4. Schedule H is repealed and the attached Schedule H is substituted.
5. Schedule I is repealed and the attached Schedule I is substituted.
6. This Bylaw comes into force on the day of passage.

READ A FIRST TIME THIS 17th DAY OF DECEMBER 2012.

READ A SECOND TIME THIS 17th DAY OF DECEMBER 2012.

READ A THIRD TIME AND PASSED THIS 17th DAY OF DECEMBER 2012.

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
City Clerk

\_\_\_\_\_  
(SEAL)

CERTIFIED A TRUE COPY

\_\_\_\_\_  
City Clerk

Approved as to form this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

\_\_\_\_\_  
City Solicitor

Schedule "H"  
2012 and 2013 Community Services Fees  
Athletic Fields  
(GST Not Included)

Fee Category	Jan-01 2012	Jan-01 2013
<b>Mosaic Stadium at Taylor Field</b>		
Adult/Private Allocations (Including Regina Rams)	\$ 90.00	92.60
Youth/Child Governing Sport Body Allocations (65% of Adult Rate)	58.60	60.20
Stair/Ramp Program Rate	24.40	25.20
<b>Leibel Field</b>		
Adult/Private	79.40	81.80
Youth/Child Governing Sport Body Allocations (65% of Adult Rate)	51.60	53.20
<b>Currie and Kaplan Fields</b>		
Adult /Private	57.20	59.00
Youth/Child Governing Sport Body Allocations (65% of Adult Rate)	37.20	38.40
<b>Rambler Fields</b>		
Adult/Private	51.60	53.20
Youth/Child Governing Sport Body Allocations (65% of Adult Rate)	33.60	34.60
Adult Tournament Rate	25.80	26.60
Youth Tournament Rate (65% of Adult Tournament Rate)	16.80	17.20
<b>Livingstone and Soccer</b>		
Adult /Private	45.00	46.40
Youth/Child Governing Sport Body Allocations (65% of Adult Rate)	29.20	30.20
<b>Level 2A (per Hour):</b>		
Adult /Private	22.00	22.60
Youth/Child Governing Sport Body Allocations (65% of Adult Rate)	14.40	14.60
<b>Level 2B (Per Hour):</b>		
Adult /Private	17.60	18.20
Youth/Child Governing Sport Body Allocations (65% of Adult Rate)	11.40	11.80
<b>Level 3 &amp; 4, All Parks, Boarded Outdoor Rinks, Outdoor Shelters,</b>		
<b>Outdoor Basketball Courts and City Hall Courtyard:</b>		
Facility Permit Fee (Single use and/or seasonal)	15.00	15.40

**Canada Games Athletics Complex(Track and Infield) (Per Hour):****Exclusive Use:**

Adult /Private	<b>33.20</b>	<b>34.20</b>
Youth/Child Governing Sport Body Allocations (65% of Adult Rate)	<b>21.60</b>	<b>22.20</b>

**Shared Use**

Adult/Private (50% of exclusive use)	<b>16.60</b>	<b>17.00</b>
Youth/Child (50% of exclusive use)	<b>10.30</b>	<b>11.00</b>

**Tennis Courts (Per Hour/Per Court):****AE Wilson, Canada Games Complex, Gardiner Park, Lakeview.**

Adult /Private	<b>7.60</b>	<b>7.80</b>
Youth/Child Governing Sport Body Allocations (65% of Adult Rate)	<b>5.00</b>	<b>5.00</b>

<b>Kiwanis Waterfall (per hour)</b>	<b>22.00</b>	<b>22.60</b>
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<b>Facility Permit Fee (Single use and/or seasonal)</b>	<b>15.00</b>	<b>15.40</b>
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**Notes:**

1. The rate charged to commercial users will be 1.5x the applicable adult or private rate.
2. Rentals on statutory holidays (if staff are required) will be charged actual staff costs.
3. The maximum daily rental fee for competitive events shall be no more than the cost of 12 hours of rental.
4. The applicable athletic field rental rate for school use of fields adjacent to schools only be applied to games.
5. The applicable athletic field rental rate be assessed for school use of Taylor Field, Mount Pleasant, Leibel Field and 2A fields not adjacent to schools (for games and practices).
6. School activity use of 2B, Class 3 and lower athletic fields during school hours not be subject to rental fees.
7. Lighting charges (both demand and per hour) are charged based on the operational charges. These charges will be passed onto the customer once the monthly bill is received and the appropriate portions of the charges can be separated amongst all of the user groups.

Schedule "I"  
City of Regina  
Golf Fees – 2013-2015  
Golf Fee Schedule – Individual Green Fees

		2013	2014	2015
		Total	Total	Total
<b>Golf Courses</b>	<b>Approved Formula</b>			
<b>Murray and Tor Hill</b>				
Weekends - All Players	100% - Basis for all other rates	45.50	47.00	48.50
Senior - Monday to Thursday	85% of adult weekend	38.75	40.00	41.25
Youth - Monday to Thursday	60% of adult weekend	27.25	28.25	30.00
Twilight (all players)	70% of adult weekend	31.75	33.00	34.00
Nine Hole (morning only)	50% of adult weekend	22.75	23.50	24.25
Late Twilight (2.5 hours) 9 hole	50% of adult weekend	22.75	23.50	24.25
Mid Afternoon 18 hole rate	85% of adult weekend	38.75	40.00	41.25
Daytime 9 hole rate	70% of adult weekend	31.75	33.00	34.00
<b>Joanne Goulet - 18 Holes</b>				
Weekends - All Players	100% - Basis for all other rates	36.75	38.00	39.25
Adult - Monday to Thursday	85% of adult weekend	31.00	32.25	33.50
Senior - Monday to Thursday	85% of adult weekend	31.00	32.25	33.50
Youth - Monday to Thursday	60% of adult weekend	22.00	23.00	23.50
Early Twilight	70% of adult weekend	25.50	26.75	27.50
Late Twilight (2 hours)	50% of adult weekend	18.25	19.00	19.00
<b>Joanne Goulet - 9 Holes</b>				
Weekends - All Players	70% of adult weekend 18 holes	25.50	26.75	27.50
Adult - Monday to Thursday	85% of adult weekend 9 holes	21.75	22.75	23.50
Senior - Monday to Thursday	85% of adult weekend 9 holes	21.75	22.75	23.75
Youth - Monday to Thursday	60% of adult weekend 9 holes	15.25	16.00	16.50
<b>Lakeview Par 3</b>				
Adult	100% - Basis for all other rates	14.50	15.00	15.50
Senior	85% of adult	12.25	12.75	13.25
Youth	75% of adult	10.75	11.25	11.75
Twilight (1 1/2 hours)	70% of adult	10.00	10.50	11.00
Child (with an adult)	60% of adult	8.75	9.00	9.50
Elementary School		5.50	5.75	6.00
High School		6.50	6.75	7.00



Schedule "I"  
City of Regina  
Golf Fees 2013-2015  
Golf Fees Schedule – Season Passes

		2013	2014	2015
Golf Courses	Approved Formula	Total	Total	Total
<b>Dual Play (golf at Murray/Tor Hill)</b>				
Adult Unrestricted <sup>#1</sup>	42 Adult weekend rounds	1,911.00	1,974.00	2,037.00
Senior Unrestricted <sup>#1</sup>	21 Senior weekend rounds	1,769.25	1,827.00	1,884.75
	21 Senior weekday rounds			
Adult Restricted <sup>#2</sup>	4/7th X Adult Dual Pass	1,092.00	1,128.00	1,164.00
Senior Restricted <sup>#2</sup>	4/7th X Senior Dual Pass	1,011.00	1,044.00	1,077.00
Youth Restricted <sup>#2</sup>	14 Youth weekday rounds	381.50	395.50	420.00
<b>Joanne Goulet</b>				
Adult Unrestricted <sup>#1</sup>	20 Adult weekend rounds	1,350.00	1,422.75	1,455.00
	20 Adult weekday rounds			
Senior Unrestricted <sup>#1</sup>	20 Senior weekend rounds	1,350.00	1,475.25	1,455.00
	20 Senior weekday rounds			
Adult Restricted <sup>#2</sup>	4/7th X Adult Pass	771.50	813.00	831.50
Senior Restricted <sup>#2</sup>	4/7th X Senior Pass	771.50	843.00	831.50
Youth Restricted <sup>#2</sup>	14 Youth weekday rounds	308.00	322.00	329.00
<b>Lakeview Pitch and Putt</b>				
Adult Restricted <sup>#3</sup>	Adult rate X 40 rounds X 6/7ths	497.00	514.25	531.50
Senior Restricted <sup>#3</sup>	Senior rate X 40 rounds X 6/7ths	420.00	437.25	454.50
Youth Restricted <sup>#3</sup>	Youth rate X 24 rounds X 6/7ths	221.25	231.50	241.75
<sup>#1</sup> Unrestricted pass means golf can be played on all 7 days of the week				
<sup>#2</sup> Restricted pass means golf can only be played from Monday to Thursday, excluding Statutory Holidays				
<sup>#3</sup> Restricted pass means pass cannot be used on Saturday, Sunday or Statutory Holidays between 9:00 a.m. and 5:00 p.m.				

Schedule "I"  
City of Regina  
Golf Fees 2013-2015  
Golf Fee Schedule – 11 Round Punch Passes

		2013	2014	2015
Golf Courses	Approved Formula	Total	Total	Total
<b>Murray and Tor Hill</b>				
Weekends – All Players	10 Adult weekend rounds	455.00	470.00	485.00
Senior – Monday to Thursday <sup>#1</sup>	10 Senior weekday rounds	387.50	400.00	412.50
<b>Joanne Goulet – 18 Holes</b>				
Weekends – All Players	10 Adult weekend rounds	365.00	380.00	392.50
Adult – Monday to Thursday <sup>#1</sup>	10 Adult weekday rounds	310.00	322.50	335.00
Senior – Monday to Thursday <sup>#1</sup>	10 Senior weekday rounds	310.00	322.50	335.00
Youth – Monday to Thursday <sup>#1</sup>	10 Youth weekday rounds	220.00	230.00	235.00
<b>Joanne Goulet – 9 Holes</b>				
Weekends – All Players	10 Adult weekend rounds	255.00	267.50	275.00
Adult – Monday to Thursday <sup>#1</sup>	10 Adult weekday rounds	217.50	227.50	235.00
Senior – Monday to Thursday <sup>#1</sup>	10 Senior weekday rounds	217.50	227.50	237.50
Youth – Monday to Thursday <sup>#1</sup>	10 Youth weekday rounds	152.50	160.00	165.00
<b>Lakeview Par 3</b>				
Adult	10 Adult rounds	144.75	150.00	155.00
Senior	10 Senior rounds	122.50	127.50	132.50
Youth	10 Youth rounds	107.50	112.50	117.50
<sup>#1</sup> Restricted pass - pass cannot be used on Saturday, Sunday or Statutory Holidays between 9:00 a.m. and 5:00 p.m.				

Schedule "I"  
City of Regina  
Golf Fees – 2013-2015  
Golf Fee Schedule – 28 Round Punch Passes

			2013	2014	2015
Golf Courses	Approved Formula				
<b>Murray and Tor Hill</b>					
Weekends – All Players	25 Adult weekend rounds		1,137.50	1,175.00	1,212.50
Senior – Monday to Thursday <sup>#1</sup>	25 Senior weekday rounds		968.75	1,000.00	1,031.25
<b>Joanne Goulet – 18 Holes</b>					
Weekends – All Players	25 Adult weekend rounds		912.50	950.00	981.25
Adult – Monday to Thursday <sup>#1</sup>	25 Adult weekday rounds		774.75	806.25	837.50
Senior – Monday to Thursday <sup>#1</sup>	25 Senior weekday rounds		774.75	806.25	837.50
Youth – Monday to Thursday <sup>#1</sup>	25 Youth weekday rounds		550.00	575.00	587.50
<b>Joanne Goulet – 9 Holes</b>					
Weekends – All Players	25 Adult weekend rounds		637.50	668.75	687.50
Adult – Monday to Thursday <sup>#1</sup>	25 Adult weekday rounds		543.75	568.75	587.50
Senior – Monday to Thursday <sup>#1</sup>	25 Senior weekday rounds		543.75	568.75	593.75
Youth – Monday to Thursday <sup>#1</sup>	25 Youth weekday rounds		381.00	400.00	412.50
<b>Lakeview Par 3</b>					
Adult	25 Adult rounds		362.50	375.00	387.50
Senior	25 Senior rounds		306.25	318.75	331.25
Youth	25 Youth rounds		268.75	281.25	293.75
<sup>#1</sup> Restricted pass - pass cannot be used on Saturday, Sunday or Statutory Holidays between 9:00 a.m. and 5:00 p.m.					

## ABSTRACT

BYLAW NO. 2012-74

### THE COMMUNITY SERVICES AMENDMENT BYLAW, 2012

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PURPOSE:	To set 2013 rates for athletic fields and 2013 – 2015 rates for Golf Courses
ABSTRACT:	This Bylaw sets rates for the use of the City's athletic fields and Golf courses.
STATUTORY AUTHORITY:	Section 8 of <i>The Cities Act</i>
MINISTER'S APPROVAL:	N/A
PUBLIC HEARING:	N/A
PUBLIC NOTICE:	N/A
REFERENCE:	Report CPS12-21 from the December 12, 2012 Community and Protective Services Committee meeting
AMENDS/REPEALS:	Amends Bylaw No. 2011-67, being <i>The Community Services Fees Bylaw, 2011</i>
CLASSIFICATION:	Administrative
INITIATING DIVISION:	Community Planning and Development
INITIATING DEPARTMENT:	Community Services

BYLAW NO. 2012-98

THE APPOINTMENT AND AUTHORIZATION OF CITY OFFICIALS AMENDMENT  
BYLAW, 2012

THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

**Purpose**

- 1 The purpose of this Bylaw is to appoint and authorize City officials as required or permitted by various provincial statutes.

**Statutory Authority**

- 2 The authority for this Bylaw is:
- (a) sections 8, 28, 100 and 337 of *The Cities Act*; and
  - (b) section 13 of *The Pest Control Act*.

**Amendments**

- 3 Bylaw 2009-71, being *The Appointment and Authorization of City Officials Bylaw, 2009*, is hereby amended in the manner set forth in this Bylaw.

- 4 Section 5 is repealed and the following substituted:

“5 For the purposes of *The Pest Control Act*, the following persons are hereby appointed as pest control officers for the City of Regina from January 1, 2013 until December 31, 2013 unless the officer’s employment is sooner terminated:

- (a) Ray Morgan;
- (b) Wade Morrow;
- (c) Ryan Johnston; and
- (d) Russell Eirich.”

- 5 Section 6.1 is hereby added after section 6, as follows:

The Deputy City Manager of Community Planning and Development is delegated the authority to appoint, fix the remuneration of, and define the duties of Bylaw Enforcement Officers pursuant section 337 of *The Cities Act*.

Approved as to form this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

City Solicitor

**Coming into Force**

6 This Bylaw comes into force on the day of passage.

READ A FIRST TIME THIS 17<sup>th</sup> DAY OF December 2012.

READ A SECOND TIME THIS 17<sup>th</sup> DAY OF December 2012.

READ A THIRD TIME AND PASSED THIS 17<sup>th</sup> DAY OF December 2012.

M. FOUGERE  
\_\_\_\_\_  
Mayor

J. SWIDNICKI  
\_\_\_\_\_  
City Clerk (SEAL)

CERTIFIED A TRUE COPY

\_\_\_\_\_  
City Clerk

## ABSTRACT

### BYLAW NO. 2012-98

#### THE APPOINTMENT AND AUTHORIZATION OF CITY OFFICIALS AMENDMENT BYLAW, 2012

---

PURPOSE:	The purpose of this Bylaw is to appoint and authorize City officials as required or permitted by various provincial statutes.
ABSTRACT:	Pursuant to <i>The Pest Control Act</i> , the City's pest control officers must be appointed by Council. Section 337 of <i>The Cities Act</i> permits Council to appoint bylaw enforcement officers.
STATUTORY AUTHORITY:	Section 13 of <i>The Pest Control Act</i> and Sections 8, 28, 100 and 337 of <i>The Cities Act</i> .
MINISTER'S APPROVAL:	N/A
PUBLIC HEARING:	N/A
PUBLIC NOTICE:	N/A
REFERENCE:	Report CPS 12-20 from the December 12, 2012 Community and Protective Services Committee meeting
AMENDS/REPEALS:	Amends Bylaw 2009-71, <i>The Appointment and Authorization of City Officials Bylaw</i> .
CLASSIFICATION:	Regulatory, Administrative
INITIATING DIVISION:	Office of the City Manager
INITIATING DEPARTMENT:	Office of the City Solicitor

BYLAW NO. 2012-99

THE 2012 LOCAL IMPROVEMENTS UNIFORM RATES AMENDMENT BYLAW,  
2012

THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

- 1 Bylaw No. 2012-7, being *The 2012 Local Improvements Uniform Rates Bylaw* is amended in the manner set forth in this bylaw.
- 2 Subsection 2(2) is repealed and the following substituted:  
“2(2) The annual rates in subsection (1) are based on a 6.57% interest rate.”
- 3 Section 5 is amended by striking out “6.74%” and substituting “6.57%”.
- 4 This Bylaw comes into force on the day of passage.

READ A FIRST TIME THIS 17<sup>th</sup> DAY OF December 2012.

READ A SECOND TIME THIS 17<sup>th</sup> DAY OF December 2012

READ A THIRD TIME AND PASSED THIS 17<sup>th</sup> DAY OF December 2012

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
City Clerk (SEAL)

CERTIFIED A TRUE COPY

\_\_\_\_\_  
City Clerk

Approved as to form this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

\_\_\_\_\_  
City Solicitor



## ABSTRACT

### BYLAW NO. 2012-99

#### THE 2012 LOCAL IMPROVEMENTS UNIFORM RATES AMENDMENT BYLAW, 2012

---

**PURPOSE:** To amend the interest rate for the 2012 Local Improvement Uniform Rates Bylaw, 2012-7.

**ABSTRACT:** *The Local Improvements Act, 1993*, requires the rates used to assess local improvement charges for works under a local improvement program to be set by bylaw.

**STATUTORY  
AUTHORITY:** Subsection 20(1) of *The Local Improvements Act, 1993*

**MINISTER'S APPROVAL:** No applicable

**PUBLIC HEARING:** Not applicable

**PUBLIC NOTICE:** Not applicable

**REFERENCE:** Public Works Committee, December 11, 2012, PW12-16

**AMENDS/REPEALS:** Bylaw 2012-7

**CLASSIFICATION:** Administrative

**INITIATING DIVISION:** City Operations

**INITIATING DEPARTMENT:** Roadway Preservation

BYLAW NO. 2012-100

THE REGINA ADMINISTRATION AMENDMENT BYLAW, 2012 (No. 5)

---

THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

- 1 Bylaw 2003-69 being *The Regina Administration Bylaw* is amended in the manner set forth in this Bylaw.
- 2 Clauses 15(a) and (b) of Schedule “A” of Bylaw 2003-69 are repealed and the following substituted:
  - “(a) the net revenue or expenditure of the communications equipment service facility (Radio Shop) of the Regina Police Service established to provide maintenance for the trunked radio system jointly used by the Regina Police Service and the City;
  - (b) transfers to fund capital or operating expenditures for communication expenditures or projects by the City and the Board of Police Commissioners as may be approved by Council and the Board of Police Commissioners; and
  - (c) transfers to and from the reserve as approved by Council in accordance with section 8.1 based on the following target minimum and maximum amounts:
    - (i) a minimum amount equal to or more than \$100,000;
    - (ii) a maximum amount equal to or less than \$6,000,000.”
- 3 Clauses 16 (b), (c) and (d) of Schedule “A” of Bylaw 2003-69 are repealed and the following substituted:
  - “(b) transfers to fund any one-time operating expenditures included in the annual operating budget as requested by the Board of Police Commissioners and as approved by Council;
  - (c) transfers to fund capital projects as requested by the Board of Police Commissioners and as approved by Council;
  - (d) transfers to the reserve of unexpended capital funds from projects that are completed or not proceeding; and

Approved as to form this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

City Solicitor

- (e) transfers to and from the reserve as approved by Council in accordance with section 8.1 based on the following target minimum and maximum amounts:
    - (i) a minimum amount equal to or more than \$400,000;
    - (ii) a maximum amount equal to or less than \$2,000,000.”
- 4 Section 17 of Schedule “A” of Bylaw 2003-69 is repealed and the following substituted:

“17. The amount of net revenue or expenditure to be transferred to or from the Regina Police Service General Reserve pursuant to clause 16(a) is the difference between the Regina Police Service’s actual net operating revenue or expenditure and the budgeted net operating revenue or expenditure.”
- 5 The following section is added after section 23 of Schedule “A” of Bylaw 2003-69:

“23.1(1)The account balance of the Employer-Provided Parking Reserve shall be maintained at the following target minimum and maximum amounts:

  - (a) a minimum amount equal to or more than \$400,000;
  - (b) a maximum amount equal to or less than \$6,000,000.

(2) Where the account balance of the Employer-Provided Parking Reserve is over the maximum or under the minimum, the Deputy City Manager of Corporate Services shall develop a plan that sets out how this reserve will be replenished or reduced to the target minimum and maximum ranges set out in clause (1).”
- 6 Clause 25(a) of Schedule “A” of Bylaw 2003-69 is repealed and the following substituted:

“(a) the net revenue or expenditure for the year for the asphalt plant operations;”
- 7 Clauses 25(c) and (d) of Schedule “A” of Bylaw 2003-69 are repealed and the following substituted:

“(c) transfers to fund asphalt plant capital projects as approved by Council, by resolution, bylaw or in the General Capital Program, or by the City Manager in accordance with this Bylaw;

- (d) transfers to fund additional capital funding required for previously approved asphalt plant capital projects; and
  - (e) transfers to and from the reserve as approved by Council in accordance with section 8.1 based on the following target minimum and maximum amounts:
    - (i) a minimum amount equal to or more than \$300,000;
    - (ii) a maximum amount equal to or less than \$1,500,000.”
- 8 Clauses 27(c) and (d) of Schedule “A” of Bylaw 2003-69 are repealed and the following substituted:
  - “(c) transfers to fund technology capital projects as approved by Council, by resolution, bylaw or in the General Capital Program, or by the City Manager in accordance with this Bylaw;
  - (d) transfers to fund additional capital funding required for previously approved technology projects; and
  - (e) transfers to and from the reserve as approved by Council in accordance with section 8.1 based on the following target minimum and maximum amounts:
    - (i) a minimum amount equal to or more than \$400,000;
    - (ii) a maximum amount equal to or less than \$3,000,000.”
- 9 Clause 32(1)(e) of Schedule “A” of Bylaw 2003-69 is repealed and the following substituted:
  - “(e) transfers to the reserve of an amount less than or equal to two-thirds of all interest revenue estimated in the annual operating budget for the current fiscal year;
  - (f) subject to the approval of the City Manager, transfers to the reserve of an amount less than or equal to the difference between the actual interest revenue generated in the current fiscal year and the interest revenue estimated in the annual operating budget for the current fiscal year; and
  - (g) subject to the approval of the City Manager, transfers from the reserve of an amount that is less than or equal to any transfer to the reserve pursuant to clause 32(1)(f) that was made in the same fiscal year or a previous fiscal

year or years and was not transferred from the reserve but was allowed to accumulate in the reserve.”

10 This Bylaw comes into force on the day of passage.

READ A FIRST TIME THIS 17<sup>th</sup> DAY OF December 2012.

READ A SECOND TIME THIS 17<sup>th</sup> DAY OF December 2012.

READ A THIRD TIME AND PASSED THIS 17<sup>th</sup> DAY OF December 2012.

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
City Clerk

\_\_\_\_\_  
(SEAL)

CERTIFIED A TRUE COPY

\_\_\_\_\_  
City Clerk

## ABSTRACT

BYLAW NO. 2012-100

### THE REGINA ADMINISTRATION AMENDMENT BYLAW, 2012 (No. 5)

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PURPOSE:	To amend a number of the City's reserves for the purpose of adding minimum and maximum target balances as well as clarifying the transfers of surplus interest with respect to the Asset Revitalization Reserve; changing the methodology for transfers to and from the Asphalt Plant Reserve; and clarifying the methodology for transfers to and from the Regina Police Service General Reserve in relation to the police budget.
ABSTRACT:	This Bylaw adds minimum and maximum target balances for a number of the City's reserves as well as clarifies the methodology for transfers to and from the following reserves: the Asset Revitalization Reserve, the Asphalt Plant Reserve and the Regina Police Service General Reserve.
STATUTORY AUTHORITY:	Section 129 of <i>The Cities Act</i>
MINISTER'S APPROVAL:	N/A
PUBLIC HEARING:	N/A
PUBLIC NOTICE:	N/A
REFERENCE:	Report EX12-53 from the December 12, 2012 Executive Committee Meeting
AMENDS/REPEALS:	Amends Bylaw 2003-69
CLASSIFICATION:	Administrative
INITIATING DIVISION:	Corporate Services
INITIATING DEPARTMENT:	Financial Services Department

BYLAW NO. 2012-101

THE MOSAIC CANADA ULC ECONOMIC DEVELOPMENT  
TAX EXEMPTION BYLAW, 2012

---

THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

**Purpose**

- 1 The purpose of this Bylaw is to provide a tax exemption for property occupied by Mosaic Canada ULC and located at Tower III at 2010 12<sup>th</sup> Avenue.

**Authority**

- 2 The authority for this Bylaw is subsection 262(4) of *The Cities Act*.

**Definitions**

- 3 In this Bylaw:

“**property**” means the portion of the property owned by City Centre Equities Inc. and occupied by Mosaic Canada ULC for the operation of a head office for potash mining and manufacturing, which property is located in Tower III at 2010 12<sup>th</sup> Ave., Regina, Saskatchewan, and legally described as Lots 21-25, Block 306, Plan Old 33, Regina, Saskatchewan.

**Scope of Exemption**

- 4 Mosaic Canada ULC shall receive an exemption for five years commencing January 1, 2013 and ending December 31, 2017 and will be calculated as follows:

- (a) for the first year 2013, if the Tenant has reached 56 Full Time Employees by September 1, 2013, the Owner for the exclusive benefit of the Tenant will be granted a 100 percent tax exemption on the property for the year;
- (b) for the year 2014, if the Tenant has maintained the number of Full Time Employees of 56 as of September 1, 2014, then the Owner for the exclusive benefit of the Tenant will be granted a 100 percent tax exemption on the Property for that year;
- (c) for the year 2015, if the Tenant has maintained the number of Full Time Employees of 56 as of September 1, 2015, then the Owner for the exclusive benefit of the Tenant will be granted a 100 percent tax exemption on the Property for that year;

Approved as to form this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

\_\_\_\_\_  
City Solicitor

- (d) for the year 2016, if the Tenant has maintained the number of Full Time Employees of 56 as of September 1, 2016, then the Owner for the exclusive benefit of the Tenant will be granted a 100 percent tax exemption on the Property for that year;
  - (e) for the year 2017, if the Tenant has maintained the number of Full Time Employees of 56 as of September 1, 2017, then the Owner for the exclusive benefit of the Tenant will be granted a 100 percent tax exemption on the Property for that year;
- (2) If the Tenant does not reach or maintain the required number of Full Time Employees set out in subsections 3(1)(a), (b), (c), (d), and (e) of the tax exemption agreement the Owner will be given a tax exemption for the benefit of the Tenant for the year equal to the percentage of the number of Full Time Employees out of a total of 56.
- (3) On or before September 1 of each year of this Agreement, the Tenant shall provide the City Assessor with a copy of the Tenant's payroll statement showing the number of Full Time Employees employed for the period for each year, namely 2013, 2014, 2015, 2016 and 2017.
- (4) Based on the information provided to the City Assessor, the City Assessor will conclusively determine and provide notice to the Tenant and the Owner:
  - (a) whether or not the Tenant has reached the required number of Full Time Employees within the time periods specified in this section; and
  - (b) the number of Full Time Employees employed by the Tenant for the purposes of this section.
- 5(1) The tax exemption applies only to the areas assessed to the Owner and exclusively leased to the Tenant and used exclusively for the Business as determined conclusively by the City Assessor.
- (2) The exemption does not include special taxes, local improvement levies, utility charges, development fees and charges, or other such charges or fees properly imposed by the City.
- (3) The City Assessor will conclusively determine the assessment of the Property subject to any statutory right of appeal against the assessment.
- (4) The amount of the assessment is subject to change in future years.



**Agreement**

- 6 The exemption in section 4 shall be governed by the attached agreement between the City of Regina, City Centre Equities Inc. and Mosaic Canada ULC, marked as Schedule A.
- 7 The City Clerk is authorized to sign and seal the Agreement in section 5 on behalf of the City of Regina.

**Coming into Force**

- 8 This Bylaw comes into force on the date of passage of the Bylaw, or on the date the Agreement is executed, whichever is later.

READ A FIRST TIME THIS 17th DAY OF December 2012.

READ A SECOND TIME THIS 17th DAY OF December 2012.

READ A THIRD TIME AND PASSED THIS 17th DAY OF December 2012.

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
City Clerk

\_\_\_\_\_  
(SEAL)

CERTIFIED A TRUE COPY

\_\_\_\_\_  
City Clerk

## ABSTRACT

BYLAW NO. 2012-101

### THE MOSAIC CANADA ULC ECONOMIC DEVELOPMENT TAX EXEMPTION BYLAW, 2012

---

PURPOSE:	To provide a tax exemption for property occupied by Mosaic Canada ULC and located at Tower III, 2010 12 <sup>th</sup> Avenue.
ABSTRACT:	The Tenant of the property located at Tower III, 2010 12 <sup>th</sup> Avenue will receive a property tax exemption, which is governed by a tax exemption agreement between the parties.
STATUTORY AUTHORITY:	Subsection 262(4) of <i>The Cities Act</i>
MINISTER'S APPROVAL:	N/A
PUBLIC HEARING:	N/A
PUBLIC NOTICE:	N/A
REFERENCE:	Executive Committee, December 15, 2010, EX10-29 and City Council, December 20, 2010, CR10-141
AMENDS/REPEALS:	N/A
CLASSIFICATION:	Administrative and Executory
INITIATING DIVISION:	Community Planning and Development
INITIATING DEPARTMENT:	Assessment and Taxation

## **Schedule A**

### **ECONOMIC DEVELOPMENT TAX EXEMPTION AGREEMENT**

Agreement dated \_\_\_\_\_, 2012

Between:

**THE CITY OF REGINA**  
(the "City")

- and -

**CITY CENTRE EQUITIES INC.**  
(the "Owner")

- and -

**MOSAIC CANADA ULC**  
(the "Tenant")

The Parties agree as follows:

#### **Definitions**

1 In this Agreement:

**"Business"** means the head office for potash mining and manufacturing located and being operated on the Property.

**"Full Time Employee"** means an employee of the Tenant who works 30 hours or more per week for the Business, and is based at the Property;

**"Property"** means the portion of the land and improvements owned by the Owner and exclusively leased by the Tenant and used for the operation of the Business, which property is located at Tower III at 2010 12<sup>th</sup> Ave., Regina Saskatchewan with a Reference Land Description of:

Lots 21-25

Block 306

Plan Old 33

As described on Certificates of Title 91R28119, 74R06657, 91R28119, 91R28119 and 74R06657

**City's Covenants**

- 2(1) Pursuant to section 262(4) of *The Cities Act*, as it is in the public interest to assist in the establishment of the Business in the City of Regina, the City will provide a tax exemption to the Owner for the benefit of the Tenant on the terms set out in this Agreement.
- (2) The City will use information obtained or provided with respect to the number of employees of the Tenant only for the purposes of this Agreement.

**Tax Exemption**

- 3(1) The property tax exemption will be for five years, commencing January 1, 2013 and ending December 31, 2017 and will be calculated as follows:
  - (a) for the first year 2013, if the Tenant has reached 56 Full Time Employees by September 1, 2013, the Owner for the exclusive benefit of the Tenant will be granted a 100 percent tax exemption on the property for the year;
  - (b) for the year 2014, if the Tenant has maintained the number of Full Time Employees of 56 as of September 1, 2014, then the Owner for the exclusive benefit of the Tenant will be granted a 100 percent tax exemption on the Property for that year;
  - (c) for the year 2015, if the Tenant has maintained the number of Full Time Employees of 56 as of September 1, 2015, then the Owner for the exclusive benefit of the Tenant will be granted a 100 percent tax exemption on the Property for that year;
  - (d) for the year 2016, if the Tenant has maintained the number of Full Time Employees of 56 as of September 1, 2016, then the Owner for the exclusive benefit of the Tenant will be granted a 100 percent tax exemption on the Property for that year;
  - (e) for the year 2017, if the Tenant has maintained the number of Full Time Employees of 56 as of September 1, 2017, then the Owner for the exclusive benefit of the Tenant will be granted a 100 percent tax exemption on the Property for that year;
- (2) If the Tenant does not reach or maintain the required number of Full Time Employees set out in subsections 3(1)(a), (b), (c), (d), and (e) the Owner will be given a tax exemption for the benefit of the Tenant for the year equal to the percentage of the number of Full Time Employees out of a total of 56.
- (3) On or before September 1 of each year of this Agreement, the Tenant shall provide the City Assessor with a copy of the Tenant's payroll statement showing the number

of Full Time Employees employed for the period for each year, namely 2013, 2014, 2015, 2016 and 2017.

- (4) Based on the information provided pursuant to subsection 3(3) and section 6, the City Assessor will conclusively determine and provide notice to the Tenant and the Owner:
  - (a) whether or not the Tenant has reached the required number of Full Time Employees within the time periods specified in this section; and
  - (b) the number of Full Time Employees employed by the Tenant for the purposes of this section.
- 4(1) The tax exemption applies only to the areas assessed to the Owner and exclusively leased to the Tenant and used exclusively for the Business as determined conclusively by the City Assessor.
- (2) The exemption does not include special taxes, local improvement levies, utility charges, development fees and charges, or other such charges or fees properly imposed by the City.
- (3) The City Assessor will conclusively determine the assessment of the Property subject to any statutory right of appeal against the assessment.
- (4) The amount of the assessment is subject to change in future years.

**Owner's Covenants**

5 The Owner shall:

- (a) notify the City Assessor in writing if:
  - (i) the portion of the Property used by the Tenant for the Business decreases or increases;
  - (ii) any portion of the Property is sublet to another person; and
  - (iii) the Tenant ceases to use the Property for the Business or ceases to occupy the Property.
- (b) provide to the Tenant all tax exemption benefits as set out in this Agreement.

**Tenant's Covenants**

6 The Tenant shall:

- (a) notify the City Assessor in writing if:

- (i) the portion of the Property used by the Tenant for the Business decreases or increases;
  - (ii) any portion of the Property is sublet to another person; and
  - (iii) the Tenant ceases to use the Property for the Business or ceases to occupy the Property;
- (b) provide its consent to allow the City Assessor to contact the Workers' Compensation Board or other provincial labour agency to confirm the number of Full Time Employees employed by the Tenant;
- (c) upon request, provide the City Assessor with access to, or copies of, the monthly/weekly payroll register made with respect to the Business, to confirm the number of Full Time Employees working for the Tenant at the Property; and
- (d) during business hours, provide the City Assessor access to inspect the Property to confirm the assessment.

**Terms and Conditions**

7(1) The tax exemption will continue only for so long as:

- (a) the Tenant and the Owner comply with the terms of this Agreement; and
  - (b) the Business remains in active operation on the Property.
- (2) Where the Tenant or Owner has not complied with a term of the Agreement, the City may terminate the Agreement by written notice to the Owner and Tenant.

8 The exemption will cease if the Tenant:

- (a) becomes bankrupt or insolvent or is so adjudged;
  - (b) makes a general assignment for the benefit of creditors: or
  - (c) ceases to operate entirely.

9 If the City terminates the Agreement pursuant to section 7, or if the exemption ceases pursuant to section 8, the Property will be taxable on a pro-rated basis for that portion of the year during which the exemption granted no longer continues.

**Notices**

10(1) Any notice required or permitted to be given to a Party pursuant to this Agreement will be in writing and may be delivered to the Party in person, or to its authorized agent, or by sending it by mail, addressed:

To the City:

City Clerk  
2476 Victoria Avenue  
P.O. Box 1790  
Regina, SK S4P 3C8

To the Owner:

City Centre Equities Inc.  
c/o Harvard Property Management Inc.  
2000, 1874 Scarth Street  
Regina, SK  
S4P 4B3  
Attention: Steve N. Enns, Vice President & General Manager

To the Tenant:

Mosaic Canada ULC  
1700, 2010 - 12th Avenue  
Regina, SK  
S4P 0M3  
Attention: Mr. Steve Seiferling,

or to such alternate address as a Party may, from time to time, by notice advise.

- (2) If a notice is mailed pursuant to subsection (1), it is deemed to be given on the third business day after the date of such mailing.
- (3) If postal service is interrupted or substantially delayed, any notice will be hand-delivered.

**General**

- 11 The Agreement is not effective until adopted by bylaw of the Council of the City and fully executed by the Parties to the Agreement.
- 12 In the event that this Agreement or any part of it is found to be invalid or ultra vires of Council, the City is not to be liable to the Owner or Tenant for any amount of the exemption that would otherwise have been granted to the Owner and Tenant.

- 13(1) The Agreement may be amended by written agreement of each of the Parties.
- (2) The City Assessor has authority to amend the agreement on behalf of the City.
- 14 The City may register this Agreement in the Land Titles Registry, Saskatchewan Land Registration District.
- 15 This Agreement is not assignable without the prior written consent of the City:-
- 16 This Agreement may be executed by the parties in separate counterparts, each of which when so executed and delivered to all of the parties shall be deemed to be and shall be read as a single agreement among the parties. In addition, execution of this Agreement by any of the parties may be evidenced by way of a faxed transmission of such party's signature (which signature may be by separate counterpart), or photocopy of such faxed transmission, and such faxed signature, or photocopy of such faxed signature, shall be deemed to constitute the original signature of such party of this Agreement.

In witness whereof, the Parties have executed the Agreement on the date first written above.

**THE CITY OF REGINA**

(seal)

\_\_\_\_\_  
City Clerk

**CITY CENTRE EQUITIES INC.**

(seal)

**MOSAIC CANADA ULC**

(seal)

\_\_\_\_\_  
\* If the corporate seal of the corporation is not affixed, then each Authorized Signing Officer must fill out and execute an Affidavit of Corporate Signing Authority in the form attached to this Agreement. If there is more than one Authorized Signing Officer who must execute this Agreement, then make copies of the attached form.



**AFFIDAVIT OF CORPORATE SIGNING AUTHORITY**

CANADA  
SASKATCHEWAN

I, \_\_\_\_\_ of Regina, Saskatchewan,  
Print Full Name of Signing Authority

**MAKE OATH/AFFIRM AS FOLLOWS:**

1. I am a Director or Officer of \_\_\_\_\_ named in the Tax Exemption Agreement to which this Affidavit is attached.
2. I am authorized by \_\_\_\_\_ to execute the Tax Exemption Agreement without affixing the Corporate Seal of the Corporation.

Sworn/Affirmed before me at \_\_\_\_\_, \_\_\_\_\_  
on \_\_\_\_\_, 20\_\_\_\_  
Month Date

A Commissioner for Oaths in and for the Province of  
Saskatchewan.  
Being a lawyer —or—  
My commission expires:

\_\_\_\_\_  
Signature of Signing Authority